

Sales Management

THE MAGAZINE OF MARKETING

**Let's Take a Fresh Look
At Today's Variety Store Market**

Page 80

Disappointment

vs

Discouragement

By **JOHN M. WILSON**
Vice-President, Sales
The National Cash Register Co.

Page 39

**When Installed Systems Cost
From \$1,000 to \$250,000**

Page 62



This is interest

This is **ENTHUSIASM!**



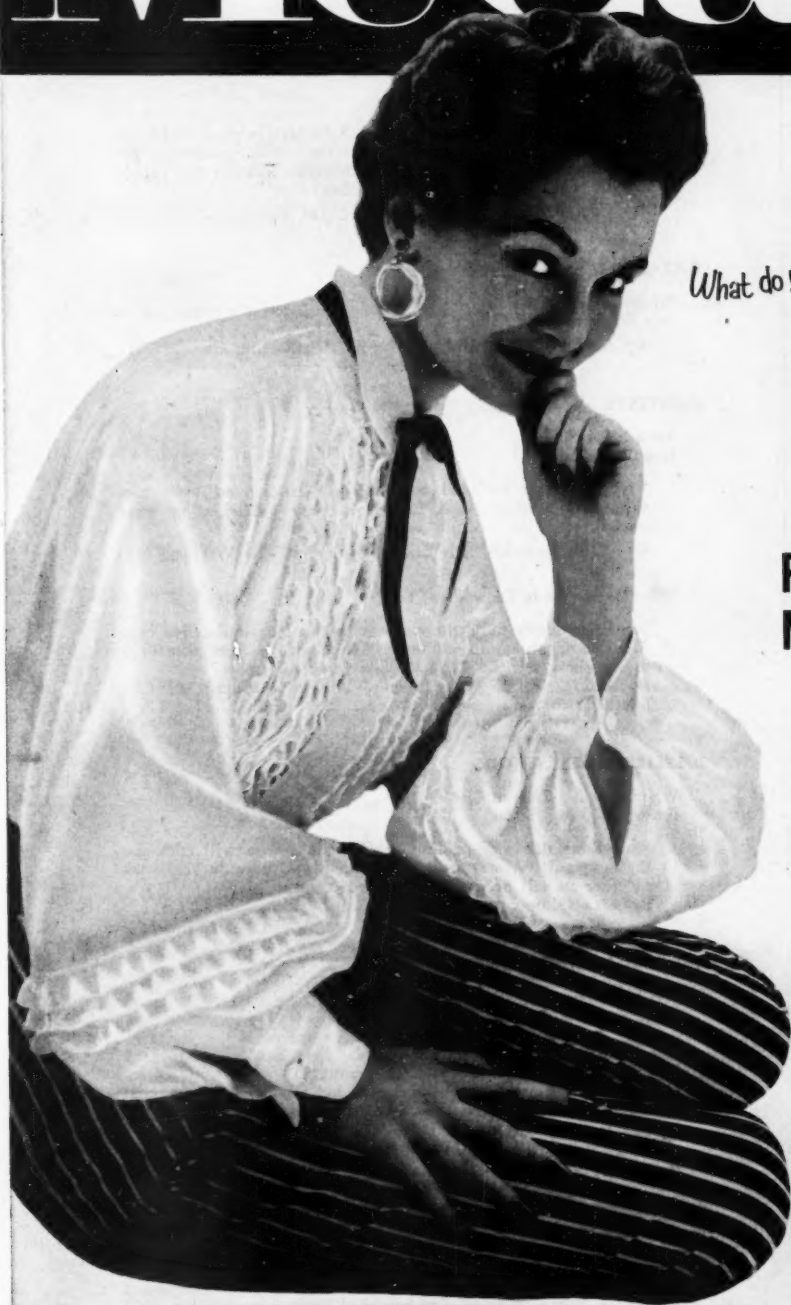
The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

The bare facts are these: The AMERICAN WEEKLY is now more than ever the magazine of the middle millions . . . editorially keyed to every basic family enthusiasm, and reaching each Sunday over 9 million 600 thousand families coast-to-coast.

***ENTHUSIASM** is interest raised to the buying pitch!

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y.

McCall's



What do you think of this!

38

**RECORD-BREAKING
MONTHS IN A ROW!**

December McCall's marks the 38th straight month in which McCall's circulation has gained on the same month of the preceding year.

This is a record of continuous growth unique in magazine publishing history.

McCall's average circulation for the first nine months of 1953 is over 4,527,000...highest in history.

What's behind all this?

WOMEN...millions of home managers who like what they find in McCall's...who use McCall's in caring (and buying) for their homes and families.

For the advertiser who sells to women in the home there is no better buy than McCall's.

BULLETIN: Circulation of December McCall's is estimated as the largest of any issue in McCall's history.



**sharp
shooting***



When you set your sights on more successful direct mail advertising, call on James Gray, Inc. for the weapons you'll need.



Thirty-four years of experience are in back of our expert, dependable mailing services, printing and lithographing facilities.



Every one of our competent sales representatives is a good soldier, well-trained in the minor as well as the major problems of direct mail.



Call Gray for counsel in your direct mail problems, without obligation. You'll find we make economy a target—with your own objectives at the bull's-eye.

***ask us how we help Service Laboratories draw a bead on bigger business**

James Gray Inc.

lithographers lettercraftsmen printers

**New York 17, N. Y.
216 East 45th St.
Murray Hill 2-9000**

Sales Management

CONTENTS, FEBRUARY 1, 1954

ADVERTISING

**Corby's "Number Two Punch":
High-Spot Spectaculars**

A big slice of Corby's advertising budget is earmarked for giant painted bulletins. Here's how the outdoor campaign fits into the company's overall media program. Number one punch, by the way, is newspaper advertising.

By Carl Rentschler, Vice-President, Jas. Barclay & Co., Ltd. 65

CATALOGS

**Integrate Your Catalog
Into the Sales Plan**

By Alex P. Fox, President, Lincoln Engineering Co. 48

CONTESTS

**Solved: Fall Slump
How: Baby Talk**

Visking builds national consumer contest around baby picture, lifts skinless frank sales for every participating meat packer.

By W. R. Hemrich, Advertising Manager, The Visking Corp. 68

Want Customers to Know about You?

Southern States finds the answer in the mass-quiz. But how did the organization induce 9,281 people to take part in a public show seen by 73,964 fellow farm customers?

By Dr. T. K. Wolfe, Director, Volume Building Services, Southern States Cooperative 88

DISTRIBUTOR RELATIONS

**When Installed Systems Cost
From \$1,000 to \$250,000**

Shur-Rane needs distributors and dealers who will stick for the long pull. Where do you find them and how do you work together to sell products good for 40 years?

By Elsa Gidlow 62

GENERAL MANAGEMENT

**Top Management Helps Sales Grid
To Beat the "Buyer's Market"**

Stronger planning, organizing and selling are needed to keep volume and profits gaining. Top managers in such industries as oil, transportation, business and industrial equipment, distilling and carpets tell how they help to give the sales executive the green light.

By Lawrence M. Hughes, Special Feature Editor 36

MANPOWER PROBLEMS

**How Adept Are You in Spotting
5 Traits in Young Potential Managers?**

Your successor is ready to work his way up the management ladder. But will he go unrecognized until someone else picks him off? Here's what to look for now.

By J. O. Vance, McKinsey & Company, Management Consultants 72

SALES MANAGEMENT

MARKETS

Those Magnificent Motels Are on the Road to Big Business

Super-super motor courts are shooting up along our wonder highways at something like the speed of sound. Oddly, the thriving industry often gets left out of sales programs. 42

Let's Take a Fresh Look At Today's Variety Store Market

Eleven of the largest chains now represent an over-two-billion-dollar market. Volume per unit is big. Lines have widened. Price ranges reach into higher-quality merchandise. And attitudes toward national brands have changed. By James C. Cumming, Vice-President, Anderson & Cairns, Inc. 80

SALES CONTROLS

Dilts Reduces Sales Costs With Simple Card System

Prospecting in the converting equipment field can be costly if salesmen cannot locate "blue chip" buyers. Dilts' card control leads them to the right companies.

By Robert J. Jacobs, Manager of Sales & Engineering, Dilts Machine Works 96

SALESMANSHIP

Disappointment vs. Discouragement

By John M. Wilson, Vice-President, Sales
The National Cash Register Co. 39

SALES POLICIES

Why Kearney & Trecker Bets on New Tool-Lease Plan

It offers prospects a third method of financing heavy equipment, frees working capital, and enables manufacturers to invest more money in their merchandising. 76

SALES PROMOTION

These Promotions Pull Farm Families Into City Dealerships

They're called "Harvest Jubilees," and they're planned as cooperative promotional ventures by *Successful Farming*, groups of manufacturers, and department stores. Thirty-seven were staged in the fall months of 1953. 100

How to Find "Off-Season" Sales

Gruen is bringing the other nine months back to sales life with in-store demonstrations and promotion of watches as gifts for Valentine, Mother's and Father's Days. 54

TAXES ON INCENTIVE PRIZES

Don't Forget Uncle Sam's Cut In Your Sales Contest Prizes

Are your winners overjoyed at their good fortune, then shocked? Here's what you should know about tax liability on merchandise and travel prizes for salesman and consumer contests, honor awards and other incentives. By Philip Salisbury, Editor, and Jerome Shoenfeld, Washington Editor 58

DEPARTMENTS AND SERVICES

Advertisers' Index	119	"Lost Sale" Quiz	74
Comment	27	Sales Trends (Retail)	110
Executive Shifts	94	Scratch Pad	120
High Spot Cities	110	They're In The News	40
Human Side	20	Tools For Selling	52
Letters	8	Trends	33
Worth Writing For	78		

Industrial Equipment News
Economy size
1/2 tabloid page
space unit
3 1/4 x 4 3/4

which has made
advertising history
by delivering . . .

more intensive concentration of your product story . . . more extensive distribution of your selling messages . . . reaching 64,000 product selecting officials . . . in 40,000 active and well rated plants and buying offices . . . in all 28 industries . . . thereby helping you to find and sell many new and maybe unsuspected markets . . . all for \$150 to \$160 a month . . . \$1,800 a year . . . 1/4¢ per call . . . good for selling . . . because . . . used for buying.

Details?
Write for NEW
Media Data File Folder.

Industrial Equipment News



Thomas Publishing Company
461 Eighth Avenue, New York 1, N. Y.

"more prospects...
shortest time,"
says...

Evansville's Committee of 100, Inc.
133 LOCUST STREET - EVANSVILLE 2, INDIANA

The Wall Street Journal
44 Broad Street
New York 4, New York
January 18, 1954

Gentlemen:

We are pleased to pass along our observations about our Wall Street Journal advertisement.

On effectiveness, an analysis of our responses shows more prospects were obtained as the result of our Wall Street Journal advertising than any other of our national advertising media.

We recognize that The Wall Street Journal gives the advertiser the opportunity of getting his message to a very wide reader audience quickly.

Our best results were obtained from Wall Street Journal advertising. With it we reached the greatest number of prospects in the shortest possible period of time.

Cordially,

Harry E. Thompson
Harry E. Thompson
Secretary

The Wall Street Journal Sells—Right Now!

Thoroughly and quickly, The Wall Street Journal flows into every channel of business. Evansville's "Committee of 100, Inc." attracts new industry through The Wall Street Journal. Other advertisers use The Journal to move a wide variety

of products. Still others find The Journal useful in selling ideas.

The moral?

Isn't it this: *No one is more responsive to advertising than the men who keep getting ahead in business. And if they are your market, The Wall Street Journal's your best buy.*

CIRCULATION: 258,448 (ABC 6-mths.-average, Sept. 30, 1953)

THE WALL STREET JOURNAL

Published at

NEW YORK
Eastern Edition
44 Broad Street

CHICAGO
Midwest Edition
711 West Monroe Street

DALLAS
Southwest Edition
911 Young Street

SAN FRANCISCO
Pacific Coast Edition
415 Bush Street



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. LExington 2-1760

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PRODUCTION MANAGER.....Nancy Buckley
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Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Santa Barbara
23612): Warwick S. Carpenter.

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SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 19, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May and Novem-
ber when it is published on the first, tenth and
twentieth. Affiliated with Bill Brothers Publishing
Corp. Entered as second class matter May 27,
1942 at the Post Office, East Stroudsburg, Pa.,
under the act of March 3, 1879. Publication (print-
ing) offices, 34 North Crystal St., East Strouds-
burg, Pa. Address mail to New York office.
Copyright February 1, 1954 by Sales Manage-
ment, Inc.

Member



February 1, 1954 Volume 72 No. 3

BBDO Newsletter

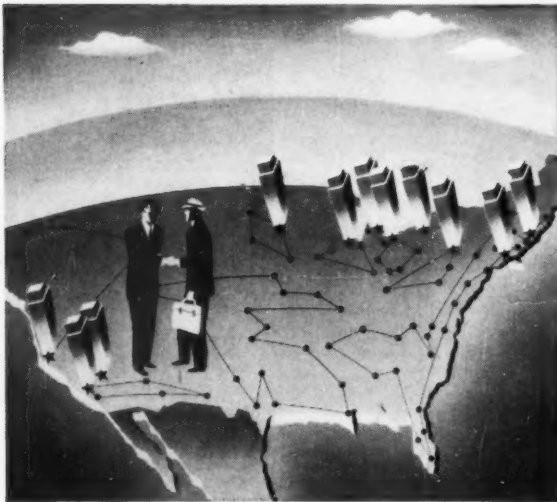
- 1 All American
- 2 Light Reading
- 3 Co-op Field Work
- 4 Happy Boating



① Designed especially for whole-family viewing is Du Pont's award-winning *Cavalcade of America* (Tuesdays, ABC-TV). Now in its second year on TV—after almost 20 years on radio—this half-hour show tells the story of America, with dramatizations of lives and events that have contributed most to this country's greatness. Above scene is from the *Cavalcade* play "Riders of the Pony Express."



② News-picture-caption advertisements do get attention! Run three on a page every week for Con Edison, stoppers like this are scoring up to two and a half times more readership than any other institutional or national advertising in New York papers. The above ad even inspired an Ogden Nash poem in a recent *New Yorker*. Series tells readers that electricity is their biggest household bargain.

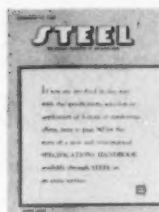


③ Close attention to local advertising has often been neglected. To help our clients' dealers and distributors plan their advertising and spend advertising dollars wisely, BBDO co-operative advertising men keep in almost constant touch with them. Based in 10 BBDO offices coast to coast, these full-time co-operative advisors are now covering and serving every major market in the entire nation.



④ Likely the biggest advertisement ever run by an outboard-motor manufacturer, this four-page, four-color section heralds happy news for boating fans: "Scott-Atwater bails your boat!" *Bail-a-matic*, exclusive new development featured on the 5-, 7½-, 10- and 16-hp. models for 1954, will be intensively promoted in both magazines and newspapers. Scott-Atwater is a BBDO Minneapolis client.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT





Put the **Full** Strength of



into your 1954 selling program

Modern business paper editing begins with front covers that invite readers inside

STEEL PENTON BUILDING, CLEVELAND 13, OHIO



A Seagram Martini is a
Golden DRY Martini...

DRY as dry can be
and smoother, too!



The Golden Touch
of Hospitality

Seagram's
Ancient Bottle
DISTILLED DRY
Gin

DISTILLED DRY GIN, DISTILLED FROM AMERICAN GRAIN, 90 PROOF.
SEAGRAM-DISTILLERS CORPORATION, NEW YORK, N.Y.

LETTERS TO THE EDITORS

CONCENTRATION OR REGIONALISM?

Recently a business executive made a statement in an important conference on sales planning to the effect that the trend in directing national sales organizations is away from the regional principle and that more and more large companies are concentrating their field forces in their home office and operating them directly from the home office instead of through regional offices. I'd appreciate a line of enlightenment from you.

Gordon Mason

National Sales Manager
Rich Plan Corp.
Dallas, Texas

We don't believe that anyone has tried to make a census on the subject of centralization vs. decentralization but it is our opinion that the trend is toward the latter.

This decentralization spreads in two directions—as companies become larger and take on more lines there is a tendency to split the operation into operating divisions (such as General Motors, General Foods, General Mills) and to put the sales branches on a more autonomous basis as exemplified currently for example by the Prudential Life Insurance Co. and its branches in cities like Minneapolis and Jacksonville which are the Prudential Life Insurance Co. in those particular areas.

WHY GREYHOUND ADVERTISES

During an SM bull session one staff member observed that Greyhound didn't belong on the TV "Omnibus" program because that program was directed at the upper crust, culturally and economically. Another associate argued that Greyhound might be trying to make bus travel seem interesting and exciting—"You see more on the bus"—to those who normally patronize Pullmans or the air lines. . . . We decided to put it up to those who should know—the Greyhound people themselves.

You were correct in your statement that we were in a measure trying to appeal to the upper middle class families and point out to them the advantages of motor bus travel, particularly from a sight-seeing standpoint.

Surveys that have been made of the Omnibus program show that we have from 12 to 14 million persons viewing the program each Sunday. Of course there are not that many persons in the so-called higher income brackets and consequently a large majority of our viewers must be from the middle class.

We therefore feel that through Omnibus we are reaching the class from whom we receive a large amount of our patronage and also that we are putting across our message to all classes.

J. L. Williams

Vice President, Sales
The Greyhound Corp.
Chicago, Illinois

(continued on page 12)

SALES MANAGEMENT



Long Distance puts extra hours in every selling day

Long Distance is quick, direct. It multiplies your salesman's time—sends him North, East, South, West, in a matter of minutes. It opens doors to reach the right man at the right time.

It arranges appointments, helps to close sales. Provides frequent contact between trips. Clears up questions and complaints.

In short, it is your best key to more productive selling. You can prove it profitably in your own business.

We Have Some Helpful Suggestions. We have developed a number of plans for the profitable and economical use of Long Distance and we will be glad to discuss them with you. Just call your Bell Telephone Business Office.

BELL TELEPHONE SYSTEM



LONG DISTANCE RATES ARE LOW

Here are some examples:

Philadelphia to New York 50c

Syracuse to Boston 90c

Washington to Detroit \$1.10

Dallas to Atlanta \$1.50

New York to San Francisco \$2.50

These are daytime rates for 3-minute station-to-station calls, not including federal excise tax. Long Distance rates are even lower after six every evening and all day Sunday.



Please excuse our dust...

Since V-J Day, the West Coast welkins have sounded with gladsome Chamber of Commerce cries as the covered wagons continue to deposit new arrivals.

The City of the Angels spawns new chicken wire and stucco subdivisions, water shortages, traffic jams and smog; meanwhile plaintively cautioning incipient immigrants that Advance Reservations are advisable.

Southern Florida each season bugs the eyes of winter visitors with fresh-sprung townsites, and telephone directories of new settlers who even spend the summer there.

And one time whistlestops all over the map show sprouting suburbs.

Population—it's wonderful!

WHILE most communities hail their Census blessings, New York is as silent as North Dakota, which had none.

Population is nothing new in these parts. It's been around a long, long time. After the first few million, the novelty wears off. During the rush hours, Population can be a darn nuisance.

In sober fact, having known more population than other places for a couple of centuries, New York gains more population than other places.

The 1950 Census credited City and Suburbs with a decade growth of 1,483,429—an increase larger than the total population of any but the five largest US cities!

Currently in this area, the population increases more than 3,000 every week—an annual increment almost equivalent to another Tulsa, without the

disadvantages of Oklahoma! Or almost another Hartford, Conn., where national advertisers try to see if advertising sells something.

New York's spectacular spread comes from propagation, the longer life span, and influx.

Every year enterprising industries leave the locales of their origin, to set up headquarters in Manhattan skyscrapers; and settle transplanted employees' families in Queens apartments or ranch houses in the suburbs.

The quota busters in every business bid for the firm's New York office, as the fastest route to pelf, promotion and vice presidencies.

The bright young folks forsake the burghs of their birth to bring their talents to the Big Town. The guys and gals with more red corpuscles, or a kinetic something in their souls—come to try on for size the world's biggest marketplace.

For lotus eaters, the sun and security seekers,



the minimum workers and wanters, other places have more lure. The migrants to this metropolis crave the climate of Opportunity, and the Big Chance to become Better Customers!

NEW YORK is not only this country's biggest and best market, but bigger and better than ever—with more than fourteen million people, four



*The population of New York City and suburbs
is increased by more than 3,000 people every week*

million families! And growing faster than ever!

And no other market anywhere has The News
—with more than two million circulation!

All you need to know about The News is that
New Yorkers like it better than any other news-
paper—like it enough *to go out and buy it from
newsstand or store every day in the year!*

No other newspaper, magazine, TV or radio
station in New York reaches more New Yorkers
—or delivers your advertising message with more
certainty and effect, at a lower cost.

If you need to find business this year, a News
representative will be glad to show you how, and
where, *and why!* Call any office.



THE NEWS, New York's Picture Newspaper

with twice the circulation of any other newspaper in America...

220 East 42nd Street, New York City . . . Tribune Tower, Chicago . . .

155 Montgomery St., San Francisco . . . 1127 Wilshire Blvd., Los Angeles



Again
in '53

1953 TOTAL ADVERTISING LINEAGE:*

CHRONICLE ... 38,304,506

POST 25,569,244

PRESS 10,812,454

*Media Records 1953

The Reason *Results!*

41

The Houston Chronicle

CONSECUTIVE YEARS OF LEADERSHIP IN ADVERTISING AND CIRCULATION

JESSE H. JONES, Publisher
JOHN T. JONES, JR., President

R. W. MCCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr

THE BRANHAM COMPANY—National Representatives

A CONTINUED BEST-SELLER

Your continued article, "Wanted: More Creative Selling for Products Sold to Industry," is very well done. It illustrates a lot of basic principles in a very practical way. If possible, I would like to have one set of reprints of each of the articles for my files. Articles like these more than justify my subscription to your magazine.

Harry J. Gould, Jr.

Manager, Sales Training
Reynolds Metals Co., Parts Div.
Louisville, Kentucky

This five-part article by the late Alan E. Turner, President, Amercoat Corp., and our A. R. Hahn, Managing Editor, is available in reprint form at 50 cents each through our Readers' Service Bureau. 10% discount on quantities of 100 or more.

REFRESHMENT CORNER

Attention: T. Harry Thompson—

After resisting the impulse for all the years that you have been Scratch-Padding and I have been Peeled Eye-ing, I find myself at last moved to write a fan letter. What provokes me to this is your recent quote from a Mr. Seligman to the effect that "Coca-Cola is the pause that refreshes and Ivory soap refreshes the paws."

All of which adds up to the ideal slogan for a massage parlor, "The paws that refresh."

James S. Tyler

Director of Advertising
Mutual Broadcasting System, Inc.
New York, New York

Mr. Tyler is a fellow columnist—the Peeled Eye department of Advertising Agency Magazine—which makes this "busman's holiday" of his all the more appreciated.

IT TAKES "GUTS" TO SELL

That was a mighty interesting question you tossed out to the various old-time salesmen of the road in your December 15—and subsequent—issues: "What Is Good Old-Fashioned Selling?"

I've put in almost 30 years of selling, and I've seen some of the best on the road. To sum up, I believe the answer to your question can be crammed into one word—GUTS.

It takes guts to get up and out, with the first call under your belt by 8:30 A.M. You took it for granted that everyone you called upon needed your product. We never said, "How are you fixed for this or that?" Selling was pretty much of a 24-hour job in those days. Saturday morning was an important time because buyers were not too busy. Weather was rarely an interference.

Too much time is wasted by salesmen today in trying to sell themselves first, rather than getting down to the basic facts of the call and the selling of the product. We didn't waste our time or the buyers'. NO wasn't in our book—in fact the only book we had was a price book.

Philip J. Kelly of Chivas Brothers Import Corp. hit the issue right in his statement. We did just what he did—we asked

SALES MANAGEMENT

In 1953... The Detroit News carried

41,486,687

lines of advertising

*Over 4 million lines more
than 1952... the largest lineage
increase of the nation's
10 leading newspapers !*

There are three daily and Sunday newspapers in Detroit, but only one is the preferred, result-producing, sales medium.

The 41,486,687-line volume of The Detroit News, which is nearly as much as the lineage carried by both other newspapers combined, shows a dominance unique among major markets of the country. This situation can be regarded as proof that The News is the economical way to sell goods to the 3,300,000 people in a market that represents the richest concentration of earning power in America.

443,791 Weekdays 544,622 Sundays ABC 9/30/53

The Detroit News
THE HOME NEWSPAPER

Eastern Offices: 110 E. 42nd St., New York 17 • The Leonard Co., 311 Lincoln Road, Miami Beach, Florida
Western Offices: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill.



*she's the
reason for
seventeen's
amazing
advertising
gains...*



the girl under 20

TODAY'S BIG NEW CUSTOMER

Big changes—social and economic—have given teen-agers big money to spend, *plus* a decisive voice in family purchases.

Add the fact that one out of three brides today is a teen-ager and you'll see why smart advertisers, in many fields, are making Seventeen's audience a primary sales target.

*new
national
accounts
1953*

ADVERTISER

Exclusive of fashion and retail advertisers

ALVIN CORP.
AMERICAN BAKERS ASSOC.
AMERICAN BROADCASTING
AMERICAN ENKA CORP.
AMERICAN GEM SOCIETY
AMERICAN PFAFF CO.
AMERICAN POP CORN CO.
AMSTON SILVER CO.
BANCROFT, JOSEPH, INC.
BERNINA SEWING MACH.
BLUMENTHAL, B. & CO.
BOBBI
BORDEN COMPANY
CASCO PRODUCTS CORP.
CAVALIER CORP.
CELANESE CORPORATION
CHARLES OF THE RITZ
CHEMSTRAND CORP.
CHURCH & DWIGHT CO.
CLUETT PEABODY
COHAMA FABRICS
COLUMBIA PROTEKTOSITE
COPPERTONE
COTY, INC.
DAN RIVER MILLS
DOULTON COMPANY
F & F LABORATORIES, INC.
FACTOR, MAX
GERITY-MICHIGAN CORP.
GLADDING McBEAN & CO.
HOME DECORATORS, INC.
HONEY HARBOUR LTD.
HOOD RUBBER CO.
HUDNUT, RICHARD
IRISH LINEN GUILD
JUNKET BRAND FOODS
KUPPER, HERMAN C., INC.
MARS, INC.
MELE MANUFACTURING CO.
MONUMENT MILLS, INC.
NATIONAL BAKERS ASSOC.
NEUSHAFFER, HELEN
PENDLETON WOOLEN MILLS
PUREPAC CORP.
RODGERS & HAMMERSTEIN
ROSE, CHARLES, INC.
ST. THOMAS, INC.
SCHWAB, A. G. & SONS
SENECA TEXTILES
SMALLMAN, I. & SONS
SONIC INDUSTRIES
SPRINGS COTTON MILLS
STIEFF COMPANY
TOWNE LUGGAGE
TUTTLE SILVER CO.
U. S. TIME CORP.
U. S. TRUNK CO.
VICK CHEMICAL CO.
VIRGINIA-CAROLINA CHEM.
WATSON COMPANY
WELLINGTON SEARS CO.
WEST BEND ALUMINUM CO.
WHITING, FRANK M. CO.
WISS, J. & SONS
WYNER, I. A. & CO.

PRODUCT

Silverware
Bakery Products
T. V. Programs
Fabrics
Institutional
Sewing Machine
Food Snack
Silverware
Everglaze Finish
Sewing Machine
Buttons
Home Permanent
Eagle Brand Milk
Steam Iron
Hope Chests
Fabrics
Cosmetics
Acrylic Fabrics
Baking Soda
Sanforizing
Fabrics
Sun Glasses
Suntan Lotion
Cosmetics
Fabrics
Chinaware
Chlorophyll Mints
Cosmetics
Dishwasher
Franciscan China
Silverware
Wool Cleanser
Storm Boots
Cosmetics
Linens
Food
Franconia China
Mars Candy
Jewel Boxes
Bedspreads, Drapes
Hollywood Bread
Cosmetics
Fabrics
Cosmetics
Records & Music
Costume Jewelry
Wallets
Diamonds
Bedspreads, Drapes
Wallets
Phonographs
Fabrics
Silverware
Luggage
Silverware
Watches
Luggage
Seaforth Lotion
Vicars Yarn
Silverware
Fabrics
Kitchen Utensils
Silverware
Pinking Shears
Fabrics

AGENCY

Knight & Gilbert
Foote, Cone & Belding
BBD&O
Carl Reimers Company
Banning Company
Bozell & Jacobs, Inc.
Buchanan-Thomas Company
F. W. Prelle Company
John Gilbert Craig
Diener & Dorskind
Grey Advertising
Tatham-Laird, Inc.
Young & Rubicam
Norman D. Waters
Power & Condon
Ellington & Company
Peck Advertising
Doyle, Dane & Bernbach
J. Walter Thompson
Young & Rubicam
Mort Junger Advertising
Harold Marshall Advertising
Tally Embry Advertising
Franklin Bruck Advertising
Grey Advertising
Calkins & Holden
Schwimmer & Scott
Young & Rubicam
Albert Frank-Guenther Law
Catherine Oglesby
Hicks & Greist
Ruthrauff & Ryan
McCann-Erickson
Kenyon & Eckhardt
Donahue & Coe
McCann-Erickson
Dugan Advertising
Leo Burnett Company
Arley Advertising
George N. Kahn Company
Freitag Advertising
Joseph Reiss Advertising
Botsford, Constantine & Gardner
Leonard Wolf & Associates
Lawrence Weiner & Associates
Altman-Stoller, Inc.
Lester Harrison
Leonard M. Sirl & Associates
Cunningham & Walsh
Emil Mogul & Company
The Getschal Company
Ellington & Company
Elliott Buse Advertising
Posner-Zabin Advertising
R. D. Northrop Company
Hirshon, Garfield Inc.
Silton Brothers Advertising
Morse International Company
Albert S. Noble Advertising
Bo Bernstein & Company
Ellington & Company
Western Advertising
F. W. Prelle Company
Ellington & Company
Douglas D. Simon Company

Seventeen has 490 other current national, fashion and retail advertisers plus 286 "Shop Wise" and School advertisers.

As a result: Seventeen has the second largest advertising linage among all women's magazines for 1953.

And for the second consecutive year the greatest linage gain among all women's magazines.

Are you selling this new, concentrated mass market of Girls Under 20?

The one sure way is through its favorite magazine . . .

seventeen

NEW YORK • BOSTON • CHICAGO • HOLLYWOOD • ATLANTA



TAKE THE BLINDERS OFF YOUR SALESMEN

A midwestern wholesaler recently told us that he furnished a State Sales Guide to one of his salesmen, and it pointed out to him, in the first town he visited, ten prospects he didn't know existed. He promptly called on all ten and opened four new accounts.

That's what we mean by taking the blinders off your salesmen. If a man doesn't know about a prospect, he can't turn him into a customer, can he?

The Dun & Bradstreet State Sales Guides help salesmen remove their blinders by showing them prospects they're overlooking now — on Main Street and off the beaten sales track.

For complete details about how successful salesmen use State Sales Guides, send the coupon below right now.

**THERE'S A DIFFERENCE
BETWEEN SPENDING
TIME AND INVESTING IT!**

Dun & Bradstreet, Inc.

139 Offices in Principal Cities
of the United States
Headquarters: 99 Church Street,
New York 8, N. Y.

DUN & BRADSTREET, INC., Dept. 11
99 Church Street
New York 8, New York

Yes, I'd like to know more about State Sales
Guides. Please send me, without obligation,
_____ copies of the booklet checked.

☐ How to Get the Most Out of a State Sales Guide

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

no quarter from competition and we most certainly didn't give any.

Old-fashioned selling was digging, and more digging, chasing leads one after another. You were not weighted down so much with a hang-over because you didn't involve yourself in customer entertainment to the extent it is done today.

There are not too many changes in the basic methods of selling but what is missing and what today's salesmen must get to understand is that nothing worthwhile ever came easy and that anything that comes easy isn't worthwhile. He needs GUTS—determination and the willingness to work and enjoy the fruits of accomplishment.

Sales managers who have been through these old-fashioned selling days have to set the pace—they have to lead and inspire. If the old vigorous fight was put in with today's added features of advertising, market research, visualizers, displays, entertainment, conventions etc. along with good products—then none need fear the future.

T. L. Dickinson

Sales Manager
Lightning Fastener Co., Ltd.
Montreal, Quebec, Canada

WANTED: "ETHICAL" BIRDS

We would like you to know that we thought enough of your "Lost Sales Bird" series to ask William G. Damroth & Company to prepare a special series for Squibb.

The "Birds" have made a hit with our salesmen, as their enthusiastic comments indicated. They appreciate a new approach to better salesmanship, especially one that is visual and aimed specifically at their type of trade, and with a little light humor.

As you have proven time and again, when you want the latest in selling, you can depend on SALES MANAGEMENT.

W. L. Arscott

Vice President, Sales Manager
E. R. Squibb & Sons
New York, New York

THEY STILL FANCY "FACTS"

The same "Fancy vs. Fact" piece we ran in the November 10 "Trends" section went over so big we had it made up into a little leaflet. Typical of the terrific response to a selected mailing to newspapers and other media are:

That little folder you kindly sent is about the hottest promotion piece we have seen because it raises the questions we hear every day and provides a logical answer. We would like very much to get 500 copies of the folder for use by our sales staff to correct some cockeyed thinking locally.

Perry J. LaBounty

Manager, National Advertising
The Daily Pantagraph
Bloomington, Illinois

Your leaflet is so timely I'm wondering if I could get my hands on a couple of hundred reprints. Also, would you give me permission to quote from it, with credit, in our Retail Memo?

Donald M. Bernard

Advertising Director
The Washington Post
Washington, D.C.

SALES MANAGEMENT

when you're "ON THE SPECS" you're IN!

are **CONSULTING ENGINEERS** important to YOU?

If your products are used in construction, in industries, or in utilities, ten chances to one your sales are affected by whether these products are known *favorably* by consulting engineers.

The trend of the past few years has been for more and more industrial and utilities projects to be designed and guided by consulting engineers at every stage to completion and readiness for operation. Today, most small and medium-size projects, and practically every large one, are planned and specifications are written by consulting engineers.

Consulting engineers represent a huge market, larger than any one industrial market, because they are influential in *all* industries. **CONSULTING ENGINEER** covers this market.

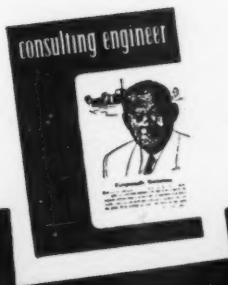
the readers of **CONSULTING ENGINEER**

really *read* this magazine, the only one edited for their professional interests.

These readers handle more than 90% of the Nation's entire industrial and utilities projects for new plants, expansion, and modernization.

Write for details of Coverage, Advertising Rates, and Complete Publication Information.

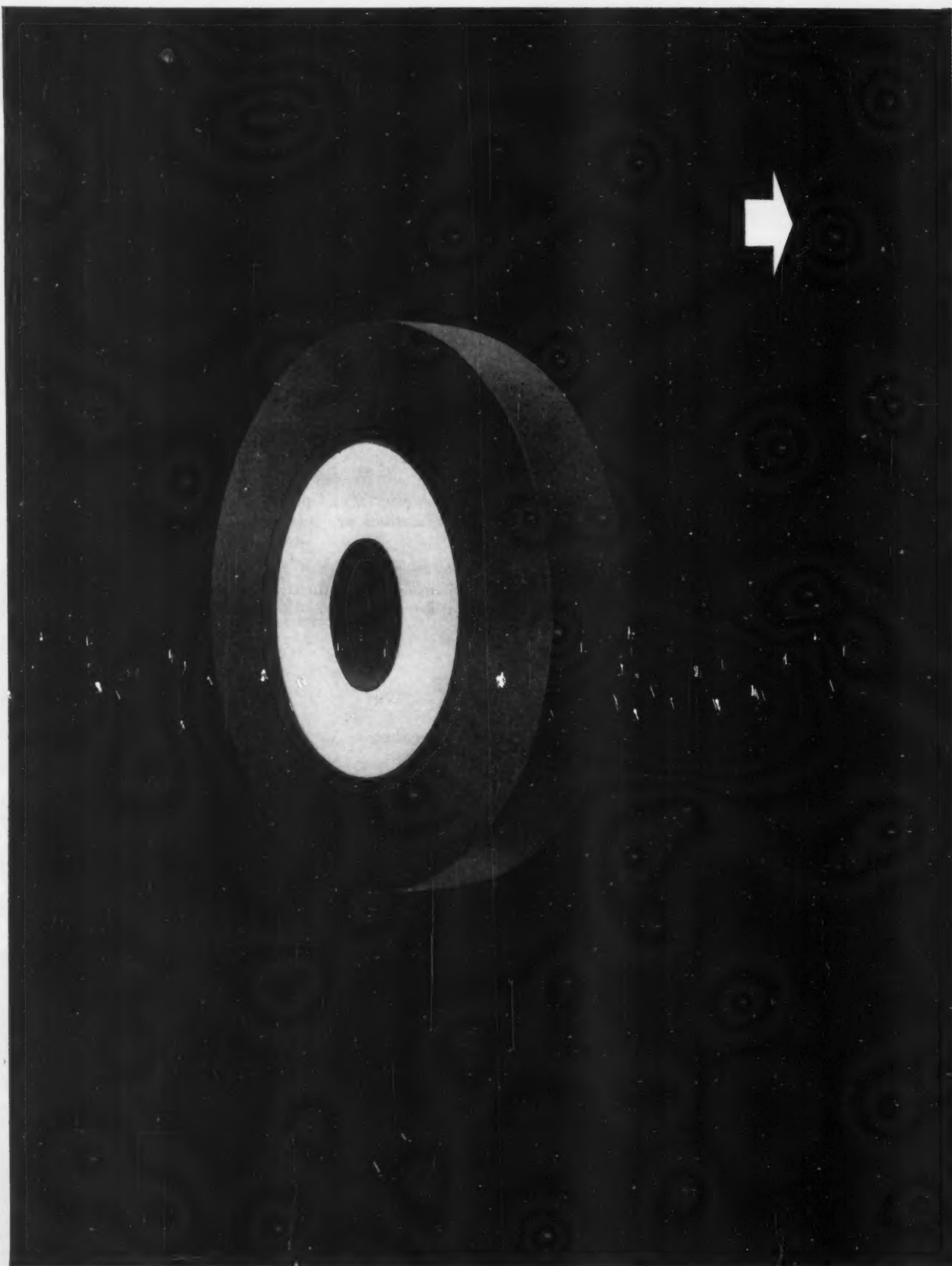
The Consulting Engineer's Professional Magazine



**SELL the
MEN who
WRITE the
SPECIFICATIONS**

consulting engineer

Published by Industry and Power Publications, 420 Main St., St. Joseph, Mich.
Sales Offices: New York, Newark, Philadelphia, Cleveland, Chicago, Los Angeles



HIDDEN HENCHMAN...

Early man used Nature's rocks and stones to shape and sharpen his crude tools and weapons. Today, industry has at its command abrasives that will do in seconds jobs that formerly required days of tedious toil.

Yet relatively few people know or appreciate the vital labor-saving, back-stage role which abrasives play in the production of practically all mechanically finished articles.

MAN-MADE MINERALS...

Through the centuries man's ceaseless search for better abrasives has paralleled progress in production. Wheel-shaped sandstones replaced rocks . . . only to give way to emery and corundum, which were sieved, sized, glued to paper and cloth or bonded in pottery mixtures to form artificial grinding wheels.

But it was by the discovery of silicon carbide and crystalline fused alumina—man-made minerals from the electric furnace—that the grinding wheel became a high speed, precision production tool.

AMERICA WORKS LIKE THAT...

Industry's insatiable desire to improve its products and make them available at lower cost has sparked the specialized skills and knowledge of a myriad of men . . . has led to the development of thousands of different styles and types of abrasive products for innumerable industrial applications.

America can work like that because it has an all-seeing, all-hearing and reporting Inter-Communications System.

THE AMERICAN INTER-COM SYSTEM...

Complete communication is the function, the unique contribution of the American business press . . . a great group of specially edited magazines devoted to the specialized work areas of men who want to manage better, design better, manufacture better, research better, sell better, buy better.

COMMUNICATION IS OUR BUSINESS...

The McGraw-Hill publications are a part of this American Inter-Communications system. As publishers, we know the consuming insistence of editors on analyzing, interpreting and reporting worthwhile ideas. We know that businessmen, in order to keep abreast of their jobs, subscribe to—pay for—McGraw-Hill magazines edited for their specific business interests.

And, as publishers, we make the advertising pages of our magazines available to advertisers for featuring the products and services they offer in the interest of increased efficiency and lower production costs . . .

. . . for the editorial pages tell "how" and the advertising pages tell "with what".

McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION



'1954 SPRING and SUMMER FASHIONS'

Coming MARCH 21
Forms close Feb. 18

A special roto supplement created for the Essex-North Jersey woman . . . who stands No. 10 in the county as a buyer of apparel. Printed in monotone in New Jersey's only locally edited Sunday Magazine, this Fashion Review is an outstanding opportunity for the national fashion products advertiser. Readership is extra **HIGH**. Rates are extra **LOW**.

NEWARK NEWS

Newark 1, New Jersey

or

O'Mara and Ormsbee

THE HUMAN SIDE



THE STUDENT AND THE AD MANAGER . . . One of SMI's representatives sold him on tieing-in with **ESQUIRE'S** Father's Day Issue. He got a certificate for his work.

The Firm Ingenuity Built: SMI Was Born in College

There's no end to the ingenuity which college students show in making money to help defray their educations. Here's the story of a thriving firm which began because two men, while still in college, recognized that the college market was a big one which manufacturers and advertisers wanted to reach.

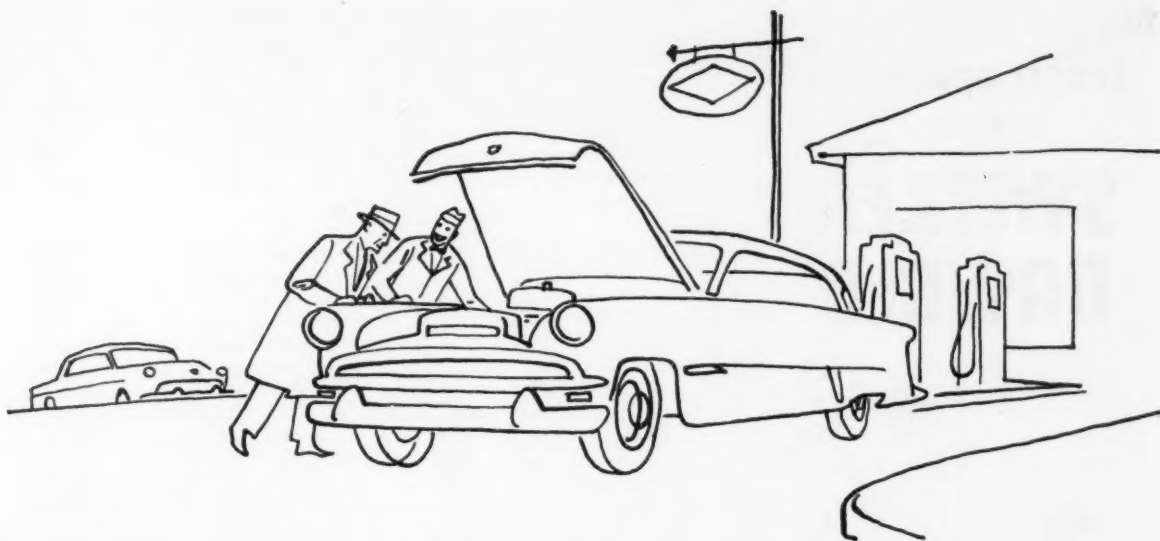
Back in 1946 a young University of Illinois journalism major, Bob Stelzer, became interested in college students as a market, founded an organization called College Market Services. On a limited scale he provided advertisers with college market testing, brand preference data and college market information. When he got out of college he continued his organization, gained additional experience working for an ad agency.

In the meantime, another journalism major from Pennsylvania State College (now University), went to work for New York's Bonwit-Teller store. He wrote advertising for its college department, developed Campus Originals Guild. Then the war caught him. Afterwards he decided to go it alone, established his own firm, University Research.

It was inevitable that the two should meet. And out of their meeting came a joint venture, Student Marketing Institute. SMI, as it is popularly known, was born six years ago. It was composed of exactly two people—Bob and Sel. Then they hired a secretary, bought three desks and began to sell national advertisers on using their service. Today the firm has Fifth Avenue offices, a staff of 15 working out of New York headquarters. Among their clients they number *Esquire* Magazine, Lucky Strike (which they have made the number one cigarette on U.S. campuses), Lever Brothers Co., Colgate-Palmolive Co.

A national advertiser is offered such services as these: research (market data, brand preferences, pre-testing, store sales audits);

SALES MANAGEMENT



A \$100,000,000 sales opportunity... but it's hidden under the hood!

Could motorists be brought to realize the need for a product they seldom see or think of?

When a battery "dies" or a tire "goes," no one has to tell you! Not so when an oil filter needs to be replaced.

And this despite the fact that the filter, by trapping abrasives and sludge from the oil stream, protects delicate engine parts from excessive wear.

The automobile factory installed it . . . the motorist forgot it . . . and a \$100 million potential in filter replacement sales was far from being realized.

Research showed that less than 20% of dealers made any real effort to sell filters and replace-

ment elements. And less than 40% of owners remembered ever buying one.

How could the makers of Purolator Micronic Oil Filters break through this apathy — especially now that they had a greatly improved filter developed during World War II?

Instead of waiting for service station people to explain the need for filter replacement, Purolator went to the motorists themselves.

In national magazines, reaching millions of car owners at low cost per reader, Purolator dramatically displayed clogged-up filters, said: "Sludge and grit can cause costly engine repairs. Don't let it happen

to you! Make it a habit to check your oil filter regularly!"

At the same time, our client used trade magazines, publicity and aggressive merchandising to point out that "Nine out of ten car owners buy filter replacements when dealers suggest them."

This program of mass education matched the efficiency and effectiveness of mass production itself.

In five years, in fact, our client increased filter replacement sales by more than 280%. Purolator is now the leader in its field.

Can the benefits of mass education through advertising make *your* products or services better known throughout the country and the free world? We'd be glad to talk to you about it.

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

for a
fresh approach
use

SWITZER DAY-GLO®



Switzer DAY-GLO Daylight Fluorescent Colors—the Brightest Colors in the World—give you a fresh approach to an old problem—the problem of getting and holding your prospects' attention.

Switzer DAY-GLO Daylight Fluorescent Colors—because they're so much brighter—visible so much farther than the brightest of ordinary colors—make people look and read and buy!

May we show you what they'll do for your billboards, car cards, displays, direct mail, inserts, labels, packaging, posters, streamers? Write today!

SWITZER BROS., INC.

FIRST NAME IN FLUORESCENT COLORS
4732 St. Clair Ave. • Cleveland 3, Ohio
IN CANADA: STANDARD SALES COMPANY,
4097 Madison Avenue, Montreal 28, Quebec

merchandising (securing orders, placing displays, gaining retail cooperation); sampling and promotion. The client may utilize a complete package or just one service—in one market or several hundred.

In its operations SMI uses only college students—mostly marketing majors—with faculty advisors to co-ordinate and direct operations. In the majority of cases faculty supervisors are chosen from the marketing departments. They in turn choose their brightest students to be student representatives.

Scope of operations is large for so young an organization. More than 1,100 students in 400 universities and colleges, from coast to coast, are currently employed on part-time basis by SMI. SMI also employs five regional supervisors who make four annual trips to each college. One of these is a Negro, a specialist in the Negro market. Students are paid a minimum of \$1.00 an hour and faculty supervisors are paid for their time as well. Since its founding SMI has sent out more than 7,000 checks to its part-time employees. Last year it paid salaries of over \$75,000 to campus representatives.

SMI prepares elaborate and detailed Activity Guides for each campaign. These Guides, made into "packages," are sent to each faculty supervisor.

Each college is a market, say SMI's directors. Students are utilized as a merchandising force, not only at local college level, but in major markets in which colleges are located. This is pure gravy to SMI's clients since the faculty supervisor generally knows his area better than the client, who perhaps could not service it as fully as he'd like.

The client often gains another advantage which several have already seized: From the student representatives he is often able to hire a lad who not only has had selling experience through his SMI work but one who has actually worked on the client's account.

And for the student who intends to make selling or marketing or advertising his career, the SMI certificate, countersigned by the directors and faculty supervisor, gives at least one answer to the old objection "Do you have any experience?"



PART OF THE JOB SMI representatives do is demonstrated by this promotional activity. Such work made Luckies the number one cigarette on college campuses.



GETTING A JUMP ON COMPETITION



Here you are in your office-in-the-air . . . a swift, luxurious Capital Constellation. You're quietly organizing last-minute plans to land that business in short order . . . days ahead of competition.

You'll always reach your destination quicker and better prepared — *with facts and fitness* — when you go the fast, comfortable way, by Capital Airlines. It's economical, too!

Over 500 Flights Daily Between 75 Major Cities

General Offices: National Airport,
Washington 1, D.C.

Capital

AIRLINES



DAYTIME DOLLARS WILL BUY EVEN MORE IN 1954

Ever-increasing set ownership and the growing popularity of NBC daytime programs make NBC Daytime Television an even bigger bargain in 1954. In truth one of the best advertising investments you can make.

*These advertisers
used the efficiency
and economy of
NBC Daytime Television
in 1953:*

Adolph's Food Products
Allis-Chalmers Mfg. Co.
Amana Refrigeration, Inc.
American Hair & Felt Co.
American Maize Products Company
American Metal Specialties Corp.
American Safety Razor Corporation
Anson Incorporated
Antell, Charles, Inc.
Armour and Company
Avco Mfg. Corp.
 Bendix Home Appliance Division
 Crosley Division
Beacon Co., The
Beatrice Foods Co.
Bell Aircraft Corp.
Belton Hearing Aid Co.
Benrus Watch Co., Inc.
Block Drug Co.
Borden Co., The
Brown & Haley Candy Co.
Bymart-Tintair, Inc.
Capital Airlines, Inc.
Colgate Palmolive Co.
Congoleum-Nairn, Inc.
Consolidated Cosmetics
Continental Baking Co.
Corn Products Refining Company
Cowles Magazines, Inc.
Crosse & Blackwell Co., The
Crowell-Collier Publishing Co., The
Curtis Publishing Co.
Doeskin Products, Inc.
Doughboy Industries, Inc.
Dow Chemical Co., The
Druggist Supply Corp.
Duofold, Inc.

DuPont de Nemours, E. I., & Company, (Inc.)
Eastco, Inc.
Ekco Products Co.
Emerson Drug Company
Fedders-Quigan Corp.
Florida Citrus Commission
Food Specialties, Inc.
General Electric Co.
 Apparatus Sales Division
 Telechron Department
General Mills Inc.
 Appliance Div.
 Cake Mix Div.
 O-Cel-O Div.
General Motors Corp.
 Buick Motors Division
 Oldsmobile Division
 Pontiac Division
Gerber Products Co.
Gilbert, A. C., Co., The
Gillette Co., The
 Gillette Safety Razor Co. Division
Glamorene Inc.
Glidden Co., The
Harry & David
Hathaway Mfg. Co.
Hawaiian Pineapple Co. Ltd.
Hoover Company
I.D.E.A. Corp., Regency Div.
International Cellucotton Products Co.
International Shoe Co.
International Silver Co.
 Sterling Division
Jarman-Williamson Co.
Jergens, Andrew, Co.
Kaiser-Frazer Corp.
Kellogg Company
Kiplinger Washington Agency
Kiwi Polish Company Pty. Ltd., The
Knemark Mfg. Co., Inc.
Landers, Frary & Clark
Lees, James, & Sons Co.
Lever Bros. Company
Liberty Mutual Fire Insurance Co.
Luden's, Inc.
M & R Dietetic Laboratories Inc.
Magic Chef, Inc.

Masland, C. H., & Sons, Inc.
Mathieson Chemical Corp.
 Squibb, E. R., & Sons Div.
Minnesota Mining & Mfg. Company
Minute Maid Corp.
Mobile Homes Mfgs. Assn.
Morrell, John, & Co.
Morton Packing Co.
Moto-Mower Co.
Murine Co., Inc., The
Nash-Kelvinator Corp.
 Kelvinator Division
National Cranberry Association
Nestle Company, Inc., The
Paper-Mate Company, Inc.
Parker Brothers, Inc.
Parker Pen Company
Philco Corporation
Pinnacle Orchards
Polaroid Corporation
Prince Gardner Co.
Procter & Gamble Co.
Purex Corp., Ltd.
Quaker Oats Co., The
Reardon Company, The
Roberts Co., The
S. O. S. Company, The
Scott Paper Co.
Simoniz Company
Smith Bros. Inc.
Spring Mills, Inc.
Standard Brands Incorporated
Standard Packaging Corp.
Tea Bureau, Inc.
Tetley Tea, Co., Inc.
Toni Co., The
United Fruit Company
United States Rubber Co.
 Asbestos Textile Division
 Keds Division
 Koylon Division
 U. S. Tire Division
Vick Chemical Co.
Wander Company, The
Welch Grape Juice Co., The
Willys Motors Corp.
Woolworth, F. W., Co.

Daytime Dollars Buy More on



TELEVISION

a service of Radio Corporation of America



What makes a newspaper great?



So what if a new cold wave is on the way? According to *The Almanac*, out on Colfax Avenue a week-old kitten has found a fireside in classic Orphan-of-the-Storm tradition, and cat owners predict a brilliant future for this new solution to feline overproduction.

Who cares if another blizzard is expected? You can still warm yourself with thoughts of the Christmas card received by one Minneapolis family and ominously inscribed, "God bless you and protect you from Aunt Carrie."

On the front page of the Minneapolis Morning Tribune, floating happily in the sea of portentous

headlines and glum happenings that dampen the typical day's news, is a little island of normalcy called *The Almanac*, a refuge for gentle souls where a man can recharge his sense of humor, find balm for a battered spirit and new courage to face a second cup of breakfast coffee.

Ostensibly a weather report column, *The Almanac* is the daily delight of a legion of Minneapolis Star and Tribune readers, most of whom don't care what the weather is so long as the stories are good. Consequently *The Almanac* provides only a capsuled and perfunctory forecast to justify its title before getting on with the serious business of trivia: an amalgam of misadventures, signs and wonders noted by *Almanac* enthusiasts around the Upper Midwest and gleefully forwarded by the mail-sackful to the Minneapolis Tribune. With correspondents on the spot, *The Almanac's* advantage over competition is obvious. Example: the clear news beat recently scored over

The New Yorker in reporting the brisk slogan of a Jackson, Minnesota, hotel: "Closer to everything, including better hotels."

The Almanac is typical of the scores of unique news features, specialized columns and departments initiated by the Minneapolis Star and Tribune to evoke reader interest and stimulate reader participation, thus fostering the indefinable personality which makes two of the nation's largest newspapers true "home town" papers both in spirit and in fact, throughout a 224-county area in 4 states.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

620,000 SUNDAY • 485,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

COMMENT

Why Steak Is So High

In Georgia, Democratic Governor Herman Talmadge, musing on the subject of farm prices, said: "The other evening four of us went to an Atlanta restaurant for dinner. We had shrimp cocktail and steak. With the tip, it cost around \$5.50 each, or \$22 for the party. I had in my pocket a check for proceeds from the sale of seven calves. [It was not enough to pay the check.] So seven whole calves would not pay for the very small part of the cow that we ate."

TIME, January 18, 1954

The stock raiser is puzzled and angry about the prices he now is paid at the yards. Mrs. Housewife reads about low cattle prices on the range, but she still finds her hamburger expensive at the butcher shop.

Both the cattleman and the consumer want answers to the question: "What's happened to our prices?"

So between now and the November elections you'll read and hear many more stories told by politicians running for office. And they're running scared because no one has to remind them what a hatchet job angry voters did on a lot of hapless Congressmen in 1946 when the GOP campaign cry was "Had Enough?"

We've seen precious little information in print on how the housewife's dollar is divided up along the line from the producer to the consumer. The best report—as a matter of fact the only report—we've seen is in the January issue of *Town Journal* (formerly the *Pathfinder*).

Reporter Clyde Hostetter went to Olin, Ia., and met Homer, a 975-pound Hereford steer, about to be sent to the Chicago market. Feeder-farmer Sherrill Baker paid a Texas rancher \$120.40 for Homer and stuffed him with \$130 worth of feed. A year later Baker sold Homer the Hereford for \$243.75! So he threw in his labor for a year and the interest on his investment. No profit there.

Mrs. Carl Scholbohm, who bought three pounds of sirloin steak cut from Homer, was happier at the price than she was a year ago. Homer steaks cost 75c a pound, 14c less than a year ago. But is the drop in retail meat prices as much as the consumer thinks it should be? Ask your wife and she'll probably tell you "no." Do you have enough information to explain to your wife why the meat price on the farm is down and not down proportionately at retail?

How was each dollar Mrs. Scholbohm spent split among the people who figured in Homer's farm to market history?

Homer's Handlers:	Prices they got compared to last year
Rancher	28% less
Farmer	22% less
Livestock Trucker	No change
Commission Man	No change
Packer	24% less
Packing House Worker	8% more
Carcass Trucker	7% more
Meat Market	24% less

The chart reflects only what happened to meat prices each time Homer changed hands. It indicates that lower prices pretty well permeated the whole system. "The chart," cautions the reporter,

one

North Jersey

newspaper

provides

advertising

coverage

of more than

58,000 homes

in Bergen

and Passaic

Counties

THE HERALD-NEWS
of Passaic-Clifton, N. J.

New York General Advertising Office
note new address
18 EAST 41st STREET, NEW YORK 17
Murray Hill 5-0131

JAMES J. TODD, Manager



© Karsh, Ottawa

"We are convinced that the prominence we give to the purchasing function is vital to the successful operation of our business."

FRANK M. FOLSOM, President Radio Corporation of America

Since 1915 PURCHASING has served industry's purchasing executives—helping them achieve the efficient, profit-producing operation that is characteristic of today's purchasing departments. In this time, PURCHASING has become known as the PAs own magazine, the unchallenged leader in its field.

With the largest available coverage of industrial purchasing agents—plus a demonstrated readership—PURCHASING belongs on every industrial advertising schedule.

PURCHASING

205 East 42nd Street, New York 17, N. Y.

The basic magazine on any industrial advertising schedule!

*if you sell to
industry... use*



A Conover-Mast
Publication



"does not deal with other costs nor does it attempt to show the profit or loss each handler experienced."

Will the meat industry tell its story to the public? We know it ought to for it may find its collective hide being tanned in Congressional investigations. Some of the people running for office will be interested in obtaining the facts and giving them to the public. But you can bet your bottom dollar that many a high price steak will be waved in front of the television cameras with office seekers bellowing that something has gone haywire in the distribution system. So all of us in distribution have a stake in how well the meat industry tells the public about production-distribution costs.

That Vest Pocket Account

You, as a sales executive, may run the risk of being liable for damages if the advertising agency account executive who seems to have your account in his vest pocket decides to take your business to another agency.

This significant development has come about through the award to Duane Jones, who claimed that his principal executives pirated his accounts and set up their own advertising agency. The highest court in New York state upheld his contention and awarded him \$300,000 in damages against Scheideler, Beck & Werner, Inc. and other individuals formerly employed by Jones.

In the Jones case, no sales executive of a client was involved. The people held liable for the \$300,000 damages were employees of Jones, and while in his employ, worked out understandings with their clients that they could take the billings to their new agency.

What if an agent could prove in another case that the client was part of a "deal"? Would the courts hold that the client was only seeking to protect his business interest in going along with the ad account executive's desire to sew up the billing and take it with him? Client executives in charge of advertising will have to watch their actions carefully on this point.

Your Stake in Prosperity

Does the individual citizen have an obligation to his country to help maintain our national prosperity? Under Secretary of Commerce Walter Williams thinks so, and we heartily agree. He included himself when he addressed the National Business Publication's State of the Nation dinner honoring Vice-President Richard Nixon. Secretary Williams, formerly chairman of the Committee for Economic Development, summed his views in these words:

"Now we citizens have some real responsibilities to discharge:

1. The consumer must spend *normally* to keep the raw material-producing, manufacturing, and distributing mechanism of our economy operating steadily.
2. The business man must by aggressive, well-planned sales promotion programs stimulate the consumer thus to buy steadily and even expandingly to take up the slack caused by expenditure drops of Government.
3. The business man, too, must spend non-cyclically for plant and equipment rather than spasmodically.
4. And finally Labor and Management together must exercise real economic statesmanship by minimizing work stoppages and by cooperatively stimulating increase of productivity."

One advertising campaign solves four-point sales problem

For many years, Amelia Earhart Luggage was heavily advertised in national magazines.

But because distribution is mainly confined to large stores in key U. S. cities, it was decided in 1952 to boost advertising in *The New York Times Magazine*.

Amelia Earhart wanted to accomplish four things by this, says President Samuel Orenstein:

"First, of course, we wanted to sell more luggage. Second, we wanted to reach top-level consumers. Third, we wanted to reach top-level stores. And fourth, we wanted to stimulate store promotion through window and interior displays, particularly in our best market, New York.

"Our ads in *The New York Times Magazine* accomplished what we wanted right across the board. Consumer response was far greater than we had ever had. In New York, the stores went all out, giving us exclusive window displays. And the effect on stores outside the New York trading area was excellent.

"Without a doubt, our advertising in *The New York Times* has proved to be the most successful national advertising we have ever done."

You may have a sales problem not unlike Amelia Earhart's. You'll find the solution where they found it, in *The New York Times* . . . for 35 years the advertising leader in the world's leading market.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO, TORONTO

ARCHITECTS, ENGINEERS and ADVERTISERS AGREE ON THE RECORD . . .

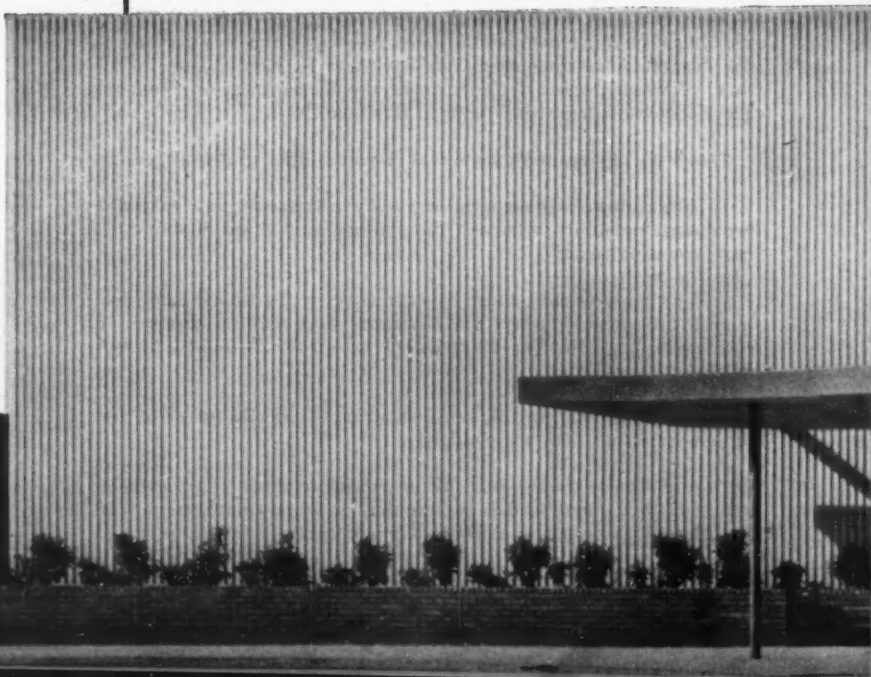
Architects and engineers prefer Architectural Record

- 1** It is the one magazine edited *specifically* for them. (Architectural Record editors—like building product advertisers—know that the best way to win the preference of architects and engineers is to talk to them in their own language and directly in terms of their own special interests.)
- 2** Architectural Record editors cover thoroughly (with over 1300 pages in 1953) the *full range* of building design—nonresidential and residential buildings, small and large buildings—that comprises the practice of architects and engineers.
- 3** Equally important to architects and engineers—Architectural Record is the one magazine whose editorial content is *timed* and *balanced* (with the aid of Dodge Reports of building planning activity) to be of constant maximum use to them *in terms of the work on their boards*.

Building product advertisers prefer Architectural Record

Its concentrated editorial service to architects and engineers has resulted in three exclusive advertising values:

- 1** *Greater readership:* Architects and engineers (the men whose specifications determine which building products four out of five building dollars will buy) have voted Architectural Record their preferred magazine in 51 out of 58 readership studies SPONSORED BY BUILDING PRODUCT MANUFACTURERS AND ADVERTISING AGENCIES.
- 2** *Dodge-documented coverage of over 85% of the architect-designed building market*—including all types of nonresidential and residential buildings, both small and large.
- 3** *Largest architect and engineer circulation:* Architectural Record provides the largest audience of architects and engineers ever assembled by a technical magazine—at the lowest cost per page per thousand.





In 1953,
building product
advertisers put **Architectural
Record** ahead of the field
by more than 1,100 pages
of advertising — the
→ widest margin
in history!

F.W. DODGE



CORPORATION

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New York 18, N. Y.
OXford 5-3000

Architectural Record

"workbook of the
active architect
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Emporium Department Store,
Stonestown Center, San Fran-
cisco, Calif. First presented to
architects and engineers in
Architectural Record, Architects
and Engineers: Welton Becket
F.A.I.A. and Associates. Photog-
rapher: Robert C. Cleveland.



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- ★ Entire Fleet of 170 planes carries air freight day and night between 80 key cities, coast-to-coast and Hawaii.
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HERE'S YOUR HANDY SCHEDULE OF 4-ENGINE, ALL-CARGO FLIGHTS



IT PAYS TO SHIP via UNITED AIR LINES!

Yes, United Air Freight services are fast, convenient and economical. What's more they are tailored to your requirements! Even transcontinental shipments take only a few short hours, and, the cost is often less than 1st Class Rail Express! Contact your local United office now or United Air Lines, Air Freight Div., 5959 S. Cicero Ave., Chicago 38, Ill.

WESTBOUND

Lv. Boston			10:00
Hartford-Springfield			12:50
New York	1:45		
Newark		10:45	
Philadelphia		12:30	
Cleveland		3:55	5:00
Ar. Chicago	5:05	5:00	6:05*
Lv. Chicago	7:05	7:00	9:20†
Denver	11:50	11:45	
Los Angeles		3:45	
Ar. Oakland	4:50		
San Francisco	5:40		6:45

EASTBOUND

Lv. San Francisco	8:00		10:40
Oakland	8:50		
Los Angeles		8:55	
Denver	3:20	4:30	5:30
Ar. Chicago	8:45*	9:55*	10:55
Lv. Chicago	10:30†	11:30†	12:55
Cleveland	2:25		4:25
Ar. Philadelphia	4:15		
Newark			6:30
New York	6:00	4:00	
Hartford-Springfield		6:20	
Boston		8:30	

Schedules operate daily on weekdays. See your United Agent for full information.

Light type indicates A.M. Dark type P.M.

*Flight terminates †New flight originates



YES, NO AND BUT

Possibly you have been annoyed—as we have—by the frequent scare headlines in metropolitan newspapers on the subject of recession. Most fair-minded people will agree that newspapers should print the *facts*, whether they are favorable or unfavorable, but we can't help but wonder why the headline writers don't follow copy more closely when they write their heads.

One big New York newspaper which ought to know better had this scary headline the other day, "Economists See Widening Recession." Once you got into the story you found there was general agreement among these economists that the so-called recession might chop down the gross national product by 3 to 5%, and the head of the organization, after analyzing and averaging the opinions of members, summed up by saying, "1954 should be the second biggest business year in our history." That's quite a far cry from "Economists See Widening Recession."

On the front page of one metropolitan newspaper's "Review and Forecast" issue were the following headlines—and in parentheses the mental comments of a reader:

Robust Economy of U.S. Smashes Many Records— Confounds Alarmists	(Whee, ain't we good!)
Unfavorable Signs Mark End of 1953	(Omgosh, that ain't so hot!)
Industrial Plant Expand- ing At Annual Rate of \$28 Billion—Credit is Abun- dant	(Oh, well, I guess we're O.K. now.)
Stocks Weaken After A Long Rise	(Hellsbells, didn't th's happen before the last depression?)

Humphrey B. Neill takes the optimistic point of view that from the headlines, plus the actual news reports of the last couple of months, Mr. Average American will draw this conclusion: "I guess we'll ride along this year O.K. The experts say the slump isn't coming after all; only a little set-back here and there. I guess we can buy that new television set."

We've been having an overdose of *opinions*, particularly from Washington, and readers would be well-advised to discount the opinions and look for *facts* such as the precise figures on unemployment. The chart on this page brings the unemployment figure up to the end of December, and that figure of 1,850,000 can be projected as new figures are released. Note that we are now at the 1951 level of unemployment and that the figure is just about one-half of the 1949 level. It must be admitted that no figure on unemployment can be absolutely precise, but the rules and methods are those used by the Department of Commerce during the Democratic Administrations.

Many Democrats are undoubtedly not above making political capital of an increase in unemployment and a

downturn in business generally—but here again the rules of the game haven't changed. The Republicans must admit that during the Roosevelt and Truman administrations they refused to concede the validity or the last-ingness of the prosperity which they charged the Democrats with engineering on false grounds and premises.

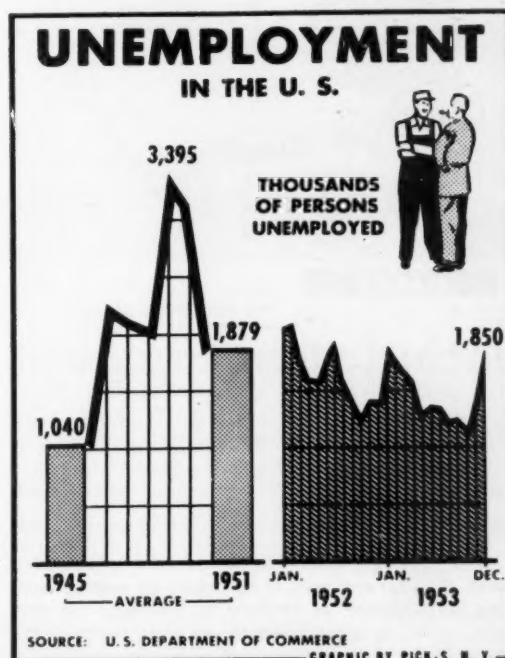
THE MAN WHO COULDN'T READ

Alfred Fromm, the Paul Masson champagne salesman, first came to this country during the depression years of the Thirties. He knew no English—and yet that year, and the next one too, he sold more wine than any other salesman in America.

"It was simple," he explained, "I couldn't understand the newspapers so I didn't know there was a crisis. I just went out and sold."

We have an interesting letter from the Porter-Cable Machine Company of Syracuse, N.Y. States J. A. Proven, Vice-President of Sales: "We believe that economic trends are one thing—and that what an individual company does about them is another.

"We set out last year to achieve a 25% increase in sales volume and were fortunate enough to hit our objective. This coming year business experts foresee an average decline in industrial output of about 5%. In our own major market, the building industry which we supply with portable electric tools, a reduction in construc-



Watch **FACTS**, not opinions. The New Year starts with unemployment at the 1951 level and only slightly higher than last January.

tion is expected. However, we are planning to redouble our efforts in this field and to expand into other channels with new tools. The Do-It-Yourself trend has been growing rapidly ever since the end of the war, and sales to home craftsmen are expected to continue upward because of the economic forces behind this movement.

"We expect a 20% increase in 1954 sales as the result of new products, a bigger field sales force and an increased advertising program. We'll increase our advertising and sales promotion program considerably; we'll go into general consumer advertising more heavily; we'll increase by 50% our senior territorial representatives, junior salesmen and field engineers."

MORE COOPERATIVE PROMOTION

Go it alone or team up with others who have a related product? There's a definite trend toward the pooling of sales and advertising resources. A good example is the campaign starting in mid-February to push a salmon-macaroni casserole in a drive where retailers will sell five items—salmon, cream of celery soup, evaporated milk, macaroni and American cheese. Pet Milk Company, Campbell Soup Company, the Macaroni Institute, United States Steel Corp., the Can Manufacturers Institute and the Superior Cheese Company are joining forces with the canned salmon industry in a drive employing 400

salesmen plus national magazines, daily and weekly newspapers, Sunday newspaper supplements, women's programs on radio and television, farm magazines and employee publications. At no added cost each participant will receive the benefits of the promotion of five others.

The only wonder is that there isn't more of this type of partnership effort. Can it be that most of us are too lazy to work up details necessary to harness such combinations of forces?

WAR ON PRICE CUTTERS

Two large organizations have intensified their war on price cutters. R. H. Whidden, Sales Vice-President of the W. A. Sheaffer Pen Company says, "To protect our dealers and their customers and to safeguard the reputation of our products, we have embarked on a nation-wide campaign against any sales of our merchandise by price-cutting retailers. Price cutters do not perform the necessary distributing and servicing functions on which the manufacturer of nationally-branded merchandise must depend. No manufacturer can assume these functions and the costs they involve and still maintain a low-price policy with complete national distribution."

And the Toastmaster Products Division of McGraw Electric Company, under W. E. O'Brien, General Sales Manager, filed suits last month against five New York discount houses.

Fair Trade was restored in Georgia by an overwhelming majority in both chambers of the Georgia State Legislature. Like all Fair Trade laws, the Georgia bill stipulates that no product not in competition with articles of similar class produced by others can be fair-traded.

SIGNIFICANT SHORTS

Milwaukee has no inferiority complex. Its National League baseball entry last year ran up the biggest attendance total in the history of the League, and its evening and Sunday newspaper, the *Journal*, led all American newspapers in lineage for the fourth year in a row. Its 51,073,874 lines marked the first time any newspaper or any other medium passed the 50 million mark.

Nielsen enters newspaper field. The A. C. Nielsen Company will, for the first time, compose and conduct a food store panel for a metropolitan newspaper—the *Cleveland Plain Dealer*. Bi-monthly reports will be initiated with the period of next December-January. The reports will be available to all advertisers.

Better retail selling is indicated by reports of the Willmark Service System, Inc. An analysis of 40,000 reports notes "considerable betterment in direct personal store selling, but there's certainly room for further improvement." As against a possible score of 100, here are the averages on three points:

Trading up	52.4%
Effort to increase sale	23.6
Suggestion selling	19.1

PHILIP SALISBURY
Editor

SALES MANAGEMENT



The Chicago SUN-TIMES avoided competition with the year-end rash of calendars by waiting until the second week of January to distribute its 1954 edition which is designed to get over the idea "In Chicago—it takes 2."

Both buyers and sellers of newspaper space are gently lampooned as belonging to a dozen members of the fish family.



This salesman's chances are four times better!

One glance at the picture above will tell you that this sales engineer's chances of getting the order are pretty good. For his prospect has already received and studied a sales catalog describing the product he's interested in.

If the averages hold, this salesman will get the order 38 times in 100 calls—as compared to only 9 orders in 100 cold calls! (Figures from national survey reported in July by Sales Executives Club of New York.)

In other words: *if* your industrial advertising produces inquiries and *if* you follow up those inquiries, your salesman's chances of getting the order when he makes his call are four times as good. You stand to make four times as many sales.

Now here's where *Aviation Age* fits into the picture. *Aviation Age* consistently develops more inquiries for its advertisers than all other aviation magazines combined! Average number—7,500 inquiries per month.

That's why more and more advertisers are turning to *Aviation Age*. It produces results!

The magazine of
Aviation's Technical Management

A CONOVER-MAST PUBLICATION
205 EAST 42ND STREET
NEW YORK 17, N. Y.



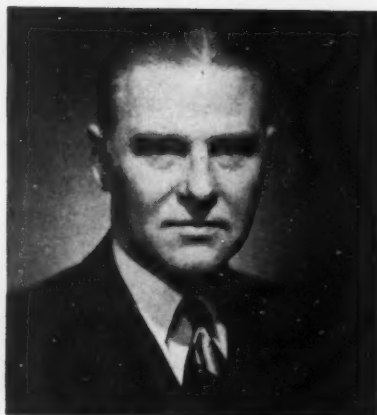
They all agree that Sales mean more now . . .



"From here on in our branch managers will be able to write their own tickets—in results": Roy A. Fruehauf, president, Fruehauf Trailer Co., Detroit.



"Building the sales forces for the wonder products of tomorrow should be started today": John S. Coleman, president of the Burroughs Corp., Detroit.



"More responsibilities for regional managers can pay off in profits": Sumner J. Robinson, vice-president, Bigelow-Sanford Carpet Co., New York.



"To meet established competition, a new business must get good sales brains, from the start": Walter J. Niles, president, SoundScriber Corp., New Haven.



"Distribution is more than filling pipelines . . . it's pumping up demand": W. W. Wachtel, president, Calvert Distillers Corp., New York.



"The time has come to re-evaluate policies and management, as well as men": Henry Harnischfeger, executive v-p, Harnischfeger Corp., Milwaukee.

Top Management Helps Sales Gird To Beat the "Buyer's Market"

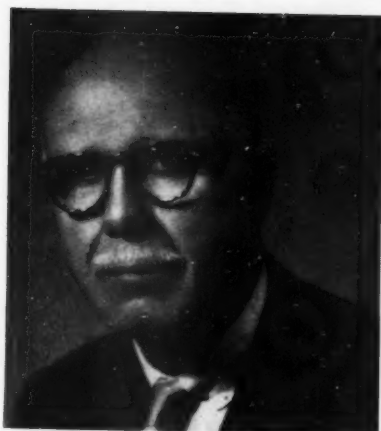
Stronger planning, organizing and selling are needed to keep volume and profits gaining. Top managers in such industries as oil, transportation, business and industrial equipment, distilling and carpets tell how they help to give the Sales Executive the green light—and how well he does.

With top management, sales-building counts more than ever.

Presidents of companies participating in a mail survey by SM* reported:

1. *Responsibilities* and *authority* of their Sales Executive are expanding,
2. And so are their own *recognition* of and *cooperation* with the

SALES MANAGEMENT



"We're trying to make more men qualified to make more decisions on the spot": Frank O. Prior, executive v-p, Standard Oil Co. (Indiana), Chicago.



"The economy is dynamic . . . but a lot of selling attitudes must be changed": William F. Hufstader, vice-president for distribution, General Motors, Detroit.

Sales Executive, to help him do a more effective job.

These trends were emphasized, almost unanimously, by presidents of larger and smaller companies . . . and equally by presidents who themselves

* See "The Sales Executive's Job Grows Bigger," in the January 15 issue.

have followed the "sales route" and by those who have risen through other departments and professions.

Presidents whose own experiences have been primarily in sales (one said "advertising") outnumbered slightly those from production or manufacturing. Others have followed finance, engineering and law. Several report varied types of "primary" experience.

But in this emerging "competitive era," they all agreed that a stronger sales structure is vital.

To bring the Sales Executive's Job down to cases, SM also interviewed presidents and other high executives in several cities of the East and Middle West. Their companies' volume ranges between \$4 million and \$9 billion. They are engaged in such industries as industrial equipment and business machines, petroleum and car-making, home appliances and furnishings, and alcoholic beverages.

Key questions put to them were:

"1. How does Sales *stand* in your setup? and

2. What are you doing to *strengthen* the Sales Executive's Job?"

Of course, the answers vary a bit—with the company, its products and problems. But the fact that some answers are less adequate than others depends chiefly on the amount of time an individual could sit for his interview. It does *not* denote lack of interest in the subject. And again, as in the mail survey, men whose business lives have been spent largely in such fields as engineering and production show high recognition and understanding of the Sales Job.

Here, in summary, are the trends:

1. More thorough development of sales *managers* and salesmen;

2. Greater Sales Executive participation in overall company *policies* and *programs*;

3. More guidance by the Sales Executive and his people in the design and features of the *products*;

4. Better *service* facilities—usually under the Sales Executive—to keep customers sold;

5. More effective *sales supports*—in merchandising, sales promotion and advertising;

6. With broader lines, more markets and potentials—and more manpower and facilities to develop them, greater *decentralization* of responsibilities under product and/or territorial managers. . . .

7. *But* with the Sales Executive himself exercising *administration, guidance* and *control*;

8. *Fact-finding, planning* and *organizing*—by top management with Sales—for stronger sales standing tomorrow;

9. And because human beings are not swayed solely by logic or logistics, there's need for more imagination, more ideas, better *human relations*.

With everything else, top management must instill *warmth*.

Now, the cases:

Standard Oil (Indiana) Widens Responsibilities

We're dealing here with rather big business. Half of all manufacturing outfits that sell more than \$1 billion annually are in oil. The name *Standard* sounds as though it sells everyone.

But Frank O. Prior, executive vice-president, points out that even though the volume of Standard Oil Co. (Indiana) now exceeds \$1.6 billion, this is definitely not so: Indiana's crude runs are only 8% of the nation's total. In its 15-state home company area, Indiana sells less than 20% of the combined volume of all companies operating there.

In eight of the 15 states it *is* on top. But in Kansas, Missouri and Colorado, Phillips has pushed into the No. 1 spot. In Montana, Standard trails Texaco and in Nebraska, Socony Vacuum. Among others, Conoco, Mid-Continent and Shell are throwing *their* weight around.

Through subsidiaries—Amoco in the East and Southeast, Pan-American in the South and Utoco in Utah and Idaho—Standard extends into 41 states. The subsidiaries, however, operate largely on their own.

The home company has grown complex enough. Since World War II, Prior explains, "some activities have been reorganized. Yet too many functions still are concentrated in Chicago and too many decisions made here. We'll do *more decentralizing*."

The top triumvirate is composed of Dr. Robert E. Wilson, chairman; A. W. Peake, president, and Prior.

Wilson supervises such staff departments as financial, research and development (of oil resources), the secretary's department and industrial and public relations. Reporting directly to Peake are distribution economics (short- and long-term fact-

BY
LAWRENCE M. HUGHES

finding), traffic and purchasing. Prior supervises crude oil production, manufacturing and sales.

Of 28,700 people who work for the home company, 13,800 are in sales. Dwight F. Benton, vice-president for sales, works primarily on policies and A. C. Sailstad, general manager, on sales and operations. Both are members of the 15-man Board of Directors.

Under them are the general sales manager, J. W. Ross; assistant general sales managers, W. H. Miller and J. M. Hamer, handling reseller and consumer sales, respectively; the assistant general managers, C. H. Lamoreaux and C. C. Inglefield, handling gasoline and refined oil prices, and operations. Reporting to Ross are the advertising manager, Wesley I. Nunn, and the sales training and sales supervisory development manager, H. L. Porter. Among other functions, the reseller and consumer divisions both have their own sales promotion managers.

Last summer, in a move to further decentralize sales activities, five regional offices were established with headquarters in Chicago, Denver, Detroit, Kansas City and Minneapolis. The regional managers, directing division managers in a total of 26 sales divisions, have become semi-autonomous.

"We're trying to make more men qualified to make more decisions on the spot," Frank Prior points out.

Trained as an engineer, he advanced through production to vice-president before being named to his present post. The company's key men, he emphasizes, are not circumscribed by "functions," but are reasonably familiar with all phases of operations. They are also veteran Standard men.

All but two members of the Board are officers or executives of the company. Increasingly, sales, advertising and public relations have become special concerns of the directors.

Advertising policies are framed by committees on product and institutional advertising. (Campaigns are handled, respectively, by McCann-Erickson and Batten, Barton, Durstine & Osborn.)

"In recent years," Frank Prior explains, "we've gone more thoroughly into institutional advertising: Public acceptance of our company as a good business and of our people as good citizens must be the basis of our sales development."

Standard still must sell *products*. More than \$6 million of the \$7 million spent for advertising is supervised by the Product Advertising Committee—of which Sailstad is

chairman. Members are the assistant general managers of reseller and consumer sales; Wes Nunn, advertising manager; Conger Reynolds, public relations director, and a representative of McCann-Erickson.

But the *whole* Board of Directors reviews *all* advertising: sees publication and outdoor copy, weighs radio and TV programs.

The directors, of course, don't pretend to be advertising experts. "Our decisions," Prior shows, "are based on evidence. Product advertising, for instance, is field-tested. We have the 'facts' before us from tests on consumer attitudes and dealer reactions. Also, we listen to the advice of those who know more than we do about specific problems.

"Final choice of markets, for example, is made by Sales.

"We try to keep our advertising program flexible. The budget for it allows 5% for contingencies—and opportunities. The Sales Department decides how to meet them—and develop them. Standard Oil's top management recognizes Sales and Advertising as forces that will keep us growing."

The company *expects* to grow. It is trying to develop the organization, to design the products and to get the facts on which to build tomorrow. . . . Already, gasoline octane goals have been worked out for 1958. (Heads of Research, Manufacturing and Sales all are on the Product Quality Committee.) The Long-Range Planning Committee is telling top management about probable marketing conditions and potentials through 1959 . . . and is giving them some idea of what to prepare for in 1970.

GM Steps out to Meet "Competitive Selling"

Ask William F. Hufstader, vice-president for distribution, whether General Motors is ready for rough competition ahead, and he replies:

"Don't forget, we've got a *red-headed president*."

Harlow H. Curtice had hardly assumed this post last winter when he announced that GM would do \$9 billion sales in 1953. This would be 20% more than the record \$7.5 billion rolled up by GM in 1952. It would be twice as many sales dollars as any corporation ever has enticed.

Optimism prevailed among motor makers then. With the lifting of materials allocations, the industry set out to sell at least one million more passenger cars. But Curtice *also* announced that GM would boost its

share from 41 to 48%.

Thus GM intended to attract virtually as many buyers as the newly-invigorated Ford and Chrysler and all independents combined.

By mid-year everybody was fighting tooth-and-nail for every possible buyer in every county. . . . And by fall, for the first time in 14 years, the motor makers suddenly seemed to run short of buyers.

But GM was well on the way toward that 48% objective. Chevrolet, for instance, still managed to stay ahead of Ford. Middle-priced Buick began to look as though it would wind up the year in third place, ahead of Plymouth. More people were buying Pontiacs, Oldsmobiles and Cadillacs, too.

Keeping Customers Sold

Although the divisions are quite lustily independent, Bill Hufstader's distribution staff feeds ammunition to all of them. The HQ job is to see that more folks are sold on buying all *General Motors* products, and are kept sold after they buy.

This calls for getting the divisions together on large joint operations.

Last fall the five car divisions, GMC truck and Frigidaire supplemented GM's corporate and institutional advertising in magazines and other media by uniting in sponsorship of the football "game of the week," for 11 weeks over 86 NBC TV stations.

Also last fall, with Harry J. Klingler, v-p in charge of the motor car and truck group, Hufstader went out on the road to open some of the 35 elaborate GM "training centers." In each city the opening was turned into a civic event, in which all automotive divisions took part.

Hufstader told community leaders that its center will help "dealer service personnel to keep up to date on a systematic basis with improved service methods and technological advances, such as air conditioning, power steering and power brakes."

Each center has separate classrooms for each of the five car divisions, for GMC Truck & Coach, Fisher Body and United Motors Service, an auditorium and other facilities.

Meanwhile, GM and the divisions have been hard at work preparing 20,000 dealers to dig in and sell.

"Everywhere," Bill Hufstader says, "we must make out in the kind of market we find ourselves in. In Podunk we have to help the Chevro-

(continued on page 103)



Disappointment vs. Discouragement

Analyze these two words. Both are attitudes, both are natural reactions. Discouragement can mean defeat, but disappointment can stimulate future success for you.

BY JOHN M. WILSON
Vice-President, Sales
The National Cash Register Co.

Recently, I congratulated a salesman on securing a fine order. The salesman had been trying for years to obtain some business from this particular company, but without results. He agreed that he had met many disappointments at their hands, but he smiled and said, "I always remember that they can say 'No' a thousand times, but it takes only one 'Yes' for me to get the order." He is one who thoroughly understands the difference between disappointment and discouragement.

A salesman meets many disappointments but he must never permit himself to be overcome by discouragement. He has no control over some of the disappointments he is certain to meet, but it is by his own decision that he becomes discouraged. Disappointment and discouragement are not synonymous terms, nor are they separated by any fine line of distinction. The difference between them lies solely in the attitude assumed by the individual.

It is not to be expected that a salesman will sell every prospect on whom he calls. In the development of a sale, a salesman must marshal all of the facts in favor of the purchase

of his product, and become so convinced of its need that he builds up within himself enthusiasm and expectancy of the order. He must have the expectancy of success; otherwise, he has no chance of getting it. When his efforts prove unsuccessful, it is inevitable that disappointment is a natural reaction to his failure to get the order. He cannot expect to sell every prospect, however, and disappointment should be quickly converted into an analysis of the reasons for failure to secure the order.

It is said that experience is our greatest teacher. Isn't experience the net result of the methods that have brought disappointment as well as success? We learn by disappointment the things not to do, and by success the things to do. The vagaries of the attitude of the prospect are just as real as the uncertainties of the weather. We do not get rain when we want it, nor can we always depend on sunshine. As salesmen we

must learn to be philosophical in the knowledge that when we are using the right methods the law of averages will work in our favor and the desired results are certain to come.

Discouragement means loss of courage, disintegration of the spirit—failure. Disappointment is a natural reaction, but when a man yields to discouragement, the fight is over. But discouragement can enter our consciousness and overwhelm us only when we permit it to do so.

Let's learn to label properly, disappointment and discouragement—two completely different states of mind. Disappointment can be a spur to improvement that will contribute to success. But discouragement is an enemy that destroys courage and robs one of the will to fight.

It is not circumstance that causes discouragement, but one's own reaction to that circumstance. Everyone must meet disappointment, many times. We may resign ourselves to discouragement and failure; or we may recognize each disappointment as an asset, and take new strength from a lesson learned.

The choice is ours, each time.

The End

**The House-to-House Salesman
Who Helped Put Over Lustre Creme**



H. P. McClure is probably best known in the toilet goods field for his successful coup in the sales management and promotion of Lustre Creme shampoo through the Kay Daumit Division of Colgate-Palmolive Co. So it was simply a case of pinning the rose on "Mac" when his company recently announced that he has a new title: general sales manager, Toilet Article Department. A farm boy from Missouri, Mac spent the first two years after high school working in a number of jobs which ran the gamut—selling vacuum cleaners door-to-door, selling insured savings accounts, selling pianos for Baldwin in Chicago. Preferring a warmer clime, he sold pianos for M. Shultz in the Carolinas before joining the old Palmolive-Peet Co., as a salesman in Georgia. After a decade of selling throughout the deep South, he got his first series of promotions: district manager for Dallas, Western Divisional manager, Central Divisional manager. He became sales manager of the Kay Daumit Division in '47, says he's responsible for so many of those shining manes you see the ladies—and gents!—sporting. *He* got them to use Lustre Creme, did himself no harm in the process.



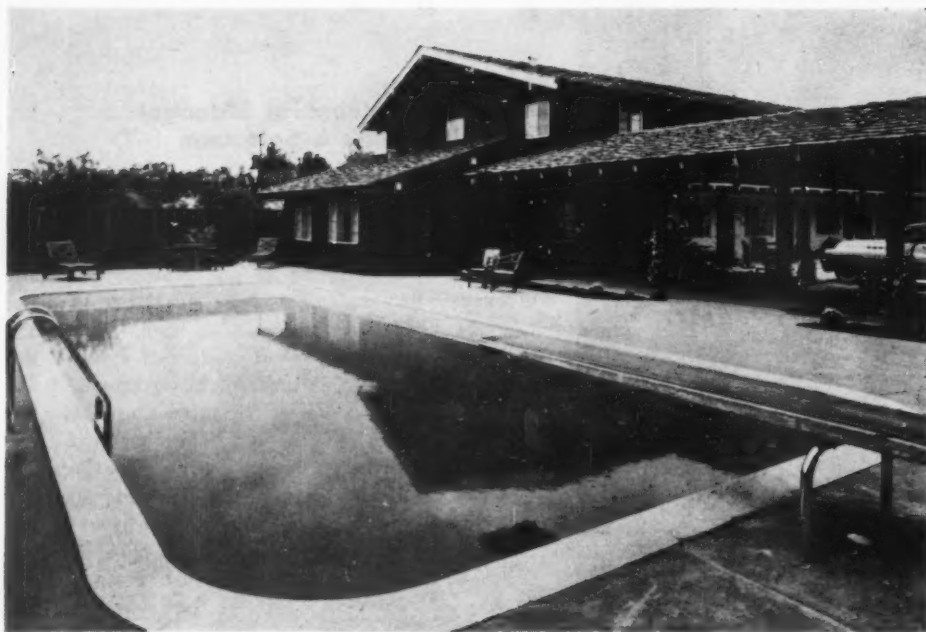
Time's New General Manager: He Started As a Salesman

Frederick S. ("Fritz") Gilbert always knew what he wanted and what he wanted was a career in publishing. Back as far as prep school (at Lawrenceville) he tried his hand at reporting for the school paper. That taste of printer's ink was followed by another at Williams College. Then, with sheepskin in hand, Fritz got a place as a cub on the New York *Herald-Tribune*. But the next year began the part of his career which has brought him to the general managership of *Time*: He joined the March of Time as an office boy in '35, two years later switched to *Time's* Detroit office, became a salesman. *Time* sent him on to its Cleveland sales staff where he showed his metal. Within two years he was Cleveland sales manager, soon got the plum of advertising manager for *Life* International. Five years ago he was named assistant publisher for *Time*. He looks even younger than he is, has a big sprawling family—four little Gilberts—lives a commuting life from New Canaan, Conn. Fritz is education-happy, gives up plenty of free evenings to serve on the executive committee of the New Canaan Citizens School Council.



From Autos to Stoves: The Switch Was Easy

Like so many native Detroiters, Fred A. Kaiser—who's just been elected executive v-p and a director of Detroit-Michigan Stove Co.—got his early business experience in the automotive industry. Just after World War I, he went to work for Denby Motor Truck Corp. of Detroit. In 1924 Denby sent him to Portland, Ore., to take charge of the company's branch there. Fred saw a booming business if he could get the logging industry to use his trucks: He could and did, became a pioneer in the use of motor trucks for that industry. Later he was in charge of Denby's West Coast assembly plant, came East again to join Hudson Motor Car Co. But in '32 he decided that the appliance field offered an expanding market. He joined Detroit-Michigan as a salesman in territories all over the U.S. With this experience under his belt, he was brought into the home office as sales manager, took over the company's war production when World War II came. He's a former president of the Detroit Sales Executives Club, was recently elected to the "Hall of Flame" by American Gas Association, for his contribution to the gas industry. He's in great demand as a speaker, has mounted podiums in all parts of the country. No longer directly engaged in sales work, he retains his great enthusiasm for all things pertaining to selling.



STARTLING . . . is the investment in modern motels. Swank accommodations are typical of new setups. Number of motels has doubled since 1948; now the industry is drawing large investors.

Those Magnificent Motels . . .

Super-super motor courts are shooting up along our wonder highways at something like the speed of sound. Oddly, the thriving industry often gets left out of sales programs.

Almost overnight motels have become big business, a thriving industry with tremendous buying power. Conrad Hilton, president, Hilton hotel chain, describes the increasing popularity of motels in this way: "Motels, the roadside hotels, have come to stay. They will grow and grow. Designed to fill a positive need, they may be the hotels of the future. They will develop in character of service, become better and better, and in many ways complete the cycle from country inn back to country inn."

Motels are attracting large capital, such as Tourinns, Inc., which is gradually building a network of 90 super motels across the country. The motel industry presents a wide market for many manufacturers; it has been almost completely overlooked as an outlet for products and services.

Because of the comparatively few motels or auto courts in existence at the beginning of World War II, motels had little sales promotion. In 1941, only 10,000 motel operations

served tourists across the country. People had begun to marvel at the excellent appearance and service of roadside hostleries in such states as Florida, Louisiana, Texas, Arizona and California.

How fast are motels growing? In 1948, there were 25,919 motels; by 1951, this number had almost doubled to 43,356; in 1953 the total was 50,576. The reason for this rapid growth is obvious to many salesmen and sales executives who have been subjected to the inconveniences and perils of the small-town hotel. Country hotels have not up-graded facilities and services to keep pace with increases in room rates. Motels meet the basic demands of highway travelers who bypass city and country hotels.

Today's highways bring the traveler right to motel doors, where he can find small-town friendliness with big-city accommodations. Motels meet the basic demand of the highway traveler (86% of all travelers, according to the AAA) by providing

him with privacy, comfort, convenience in attractive surroundings; handy, cost-free control of his car and luggage, and elimination of the irksome job of fighting city traffic around a hotel.

The motel industry is the offspring of motor travel. Tourists and traveling salesmen needed roadside lodging for themselves and their automobiles, and that's where the motels stepped in. Early facilities were nothing more than a cluster of rough cabins set up beside the highway, often merely converted chicken houses.

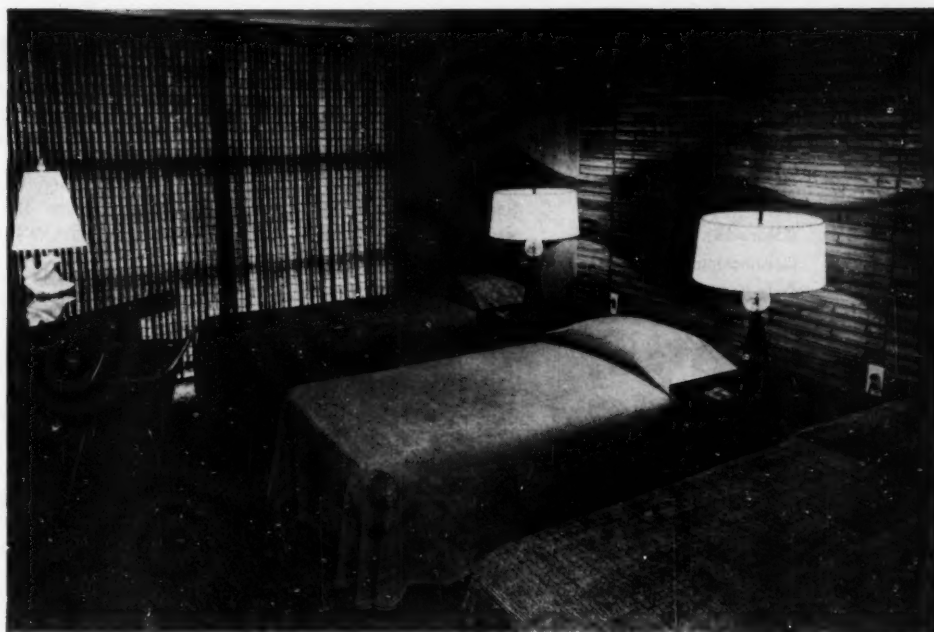
Let's take a further look at this new market and see how the modern motel operator spends his dollar:

1. He re-invests 29 cents of this dollar in expansion programs (to build additional units).
2. He spends 23 cents on property improvements (painting, refurnishing, etc.)

Of each dollar's income, 11 cents comes from food sales, room rentals provide 85 cents, and miscellaneous income, such as that taken in at souvenir stands, accounts for 4 cents.

American Motel magazine, a publication that has become "the voice" of the industry in the four years of its existence, completed a survey recently to ascertain how many people stopped at motels during 1953. It learned that the average motel has

INSIDE . . . operators may spend more than \$800 per unit for luxurious furnishings. Operators' desire for top-notch facilities means a good, versatile market for alert manufacturers.



... Are On the Road to Big Business

19.5 units per location. Six hundred and fifty million lodgers used motel facilities during 1953, up from 565 million in 1950.

Further, the magazine's researchers learned that motel operators' total income had risen from \$1.3 billion in 1952 to \$1.5 billion in 1953, an increase of approximately \$100 million.

Most motel operators like to accommodate commercial travelers, such as traveling salesmen, because they are best "advertisers." Some motels cater exclusively to salesmen and have built special rooms where sample lines may be shown privately to salesmen's customers. Since an operator must have 70% occupancy to make a profit, this idea of rolling out the red carpet for traveling men helps to keep the books in the black 12 months of the year, rather than during the tourist season only.

The investment in some motels is surprising. In the early days of the industry an operator could build a clapboard cabin for approximately \$100, furnished with second-hand beds and chairs. He now spends from \$5,000 to \$7,000 per unit, which includes \$600 to \$800 per unit for furnishings. Some are even higher, such as the U.S. Grant Motel outside Mattoon, Ill., which cost \$9,000 per unit. This motel was built by the owners of the U.S. Grant Hotel in

the city, who found it impractical to spend \$15,000 for each new room in their prospective expansion program for the hotel itself.

Rates are usually figured one dollar per thousand of investment, thus the minimum rate for two people occupying a motel unit that cost \$9,000, would be \$9 per day. This includes the cost of the manager's quarters.

Regional Differences

According to C. A. Patterson, editor and publisher of *American Motel*, the magazine's survey showed that business in the North was mainly transient, while southern operators reported that guests remain longer. If tourists in the South have reasons (in addition to climate) for remaining in motels for several days, it might be because their offspring wish to continue to enjoy the many facilities offered free by the management—playgrounds, swimming and wading pools, etc.

What has the industry done about standards? Members "police" themselves through their own associations, state and regional organizations that are as strict as any government organization could be. Instrumental in forming "Quality Courts United, Inc.," was L. Verburg, owner of

Brown's Court in Fredericksburg, Va. He is credited with building the nation's first auto court, in 1926—an installation that still exists, but only as a museum piece, fenced off to show his patrons how they would have been accommodated had they stopped at his place in 1926. Verburg is still active in the motel industry as a director of Quality Courts. B. A. Shomaker, owner of El Rancho Motor Lodge, St. Petersburg, Fla., is president.

The Quality Courts organization, in its 12th year, expresses a sincere desire to serve the traveling public by setting minimum standards for its owner-members. All furnishings must be of top quality. Other exceptional requirements for membership: at least two lounge chairs in each room; tiled baths; a standard of cleanliness. One man cannot own more than three motels, and if he acquires a fourth, he loses his membership. If he owns the court, the new owner must qualify for membership, and the seller must qualify all over again if he buys a new motel.

For the most part, Quality Courts are found east of the Mississippi River. The western counterpart is "Best Western Motels," also a non-profit, cooperative organization of individually-owned motels. Only those meeting high standards in construc-

Where You'll Find 'Em

Alabama	367	Nebraska	361
Arizona	1192	Nevada	588
Arkansas	885	New Hampshire	850
California	7330	New Jersey	455
Colorado	1932	New York	3305
Connecticut	154	New Mexico	916
Delaware	46	North Carolina	473
Florida	4124	North Dakota	141
Georgia	466	Ohio	730
Idaho	489	Oklahoma	709
Illinois	642	Oregon	2405
Indiana	697	Pennsylvania	1374
Iowa	677	Rhode Island	77
Kansas	743	South Carolina	325
Kentucky	378	South Dakota	733
Louisiana	526	Tennessee	853
Maine	718	Texas	3214
Maryland	311	Utah	461
Massachusetts	731	Vermont	473
Michigan	1808	Virginia	931
Minnesota	1381	Washington	1211
Mississippi	251	West Virginia	422
Missouri	1191	Wisconsin	1106
Montana	895	Wyoming	529
U.S.A. total — 50,576			

This census of motels, completed November, 1953, shows how many of the 50,576 establishments are claimed by each state. As you'd expect, California ranks first, Delaware last.

tion, furnishings, cleanliness and courtesy to guests are accepted for membership. All Best Western Motels have private baths, adequate heating systems, and in areas where it is necessary they also have air conditioning.

Best Western Motels are located on 25,000 miles of principally traveled highways in the 26 western states, and points in Canada. Both this organization and Quality Courts will make reservations for guests at their next night's stop.

Still another motel owners' association is "Superior Courts," numbering more than 150 in eastern and southeastern states. Like its southern and western counterparts, Superior adheres to rigid standards for its members.

How is the motel market sold? To date, no pattern has been established, thus there are no "rules for selling." Since the majority of the motels are in country areas, manufacturers usually find it expedient to direct their local distributors to contact the owner, especially if the motel is under construction. Many have

big department stores, such as Marshall Field, handle the interior decoration and furnishing. Hotel supply houses, too, are often called in to furnish a new motel, or to refurbish a going operation. Salesmen who stop at motels often get orders from the owners for certain items. Obviously, manufacturers have an open invitation to systematically cultivate the motel market.

As the motel associations grow stronger, their annual conventions assume larger proportions, a fact that affords an opportunity for manufacturers to display their products in a more simple manner than that of sending salesmen miles out of the way to call on a motel owner.

Manufacturers have also found that a direct way to contact the motel industry is through coupon offers in advertisements which appear regularly in business magazines. Patterson estimates that 50% of his advertising carries coupons with which the motel owner may contact the manufacturer.

Many motels make a point of buy-

ing familiar "big-name" merchandise. They make a special point, for example, of advertising on roadside signs such things as Cannon towels, Simmons beds, or Ivory Soap. Why big brand names? Patterson gives two reasons: (1) Public acceptance of advertised brand names; (2) manufacturers offer cooperative advertising. For example, Simmons is coming out soon with a big sign for motel people. It is made of metal and painted with "Scotch-lite" which tells the weary traveler, "Sleep on a Beautyrest Tonight."

Missed Best Buys

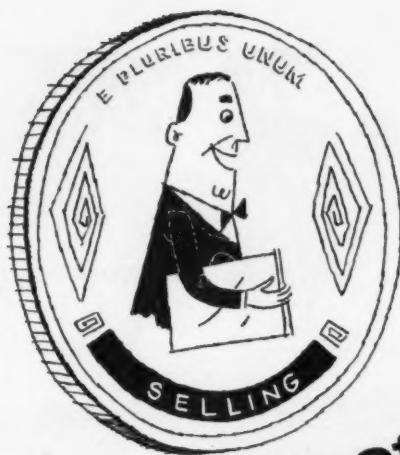
American Motel's staff likes to think that the magazine has been instrumental in teaching motel owners how to buy and how to operate. An earlier survey by the staff showed that many owners were buying their equipment at J. C. Penney Co., Inc., Sears, Roebuck & Co., local department stores and other retail outlets. Sheets bought at local stores, made for home use, obviously did not stand the rugged wear afforded them in a commercial establishment. Savings were effected when owners began to buy long-wearing hotel linen. Are they still overlooking some items which have not been brought to their attention by salesmen or advertising?

Other things now bought in quantity by motels: card tables; wastebaskets; ironing boards; telephone stands (and telephones); radios; baby cribs. Beds are the key items in the units, and they require blankets, pillows and spreads in addition to the linens. Many motels operate their own laundries which require thousands of pounds of washing powders, bleaches and softeners.

Today's motel is an oasis of comfort, service and beauty. The motel guest finds buildings of beautiful design, attractively landscaped, often boasting modern kitchenettes, and not infrequently with restaurant and filling station service. He finds courteous, efficient managers and staffs, and rest and recreation in peaceful, healthy surroundings. He returns often.

Motels have come of age. They comprise a growing industry which serves an increasing number of highway travelers. As big businessmen with money see the opportunities in the motel industry, they'll form large syndicates to build increasingly super motels and will hire experienced hotel men to operate them. Even now, stock in new motels is sold to the men who build them—to contractors, architects, etc.

The End



the other side of the selling penny



In the course of our work for clients we have learned a good deal about the *other* side of the selling penny.

The side most folks think of first is the SELLER'S side . . . with all its familiar problems of pricing, advertising, distributing, selling, servicing.

But the BUYER'S side of the penny is important, too. Here you see the *buyer's* problem of finding product information, studying, comparing, and finally selecting and talking to the two or three salesmen whose companies appear to have the product wanted, or to come closest to it.

These are the two sides of every penny spent to produce orders.

The point that intrigues us is that some manufacturers, who do a grand job on the *selling* side, ignore the few simple steps that speed sales by *helping buyers buy*. Steps like this:

One client, by seeing to it that all important prospects in one market have adequate information about his process handy at all times, can now offer three courses of action in every advertisement, instead of one; now has a new sales approach for his salesmen; now automatically helps old customers get more out of the equipment he has sold them!

There is a good chance that you, too, can put *both* sides of every selling penny to work, with telling results.

If you're interested, we'll be glad to tell you more about how other manufacturers do it.



The Schuyler Hopper Company

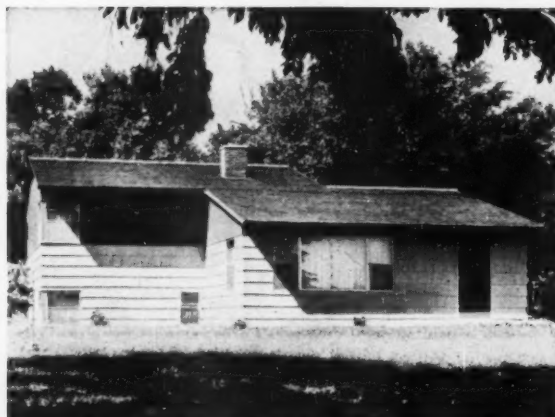
12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising" that Sells by Helping People Buy

REG. U. S. PAT. OFF.



NEW YORK—This story-and-a-half house has two bedrooms, living room, kitchen, dinette and bath. It was built by the John Ottenschots, Cortland County.



IOWA—The Martin Sixt house, Osceola County, was built from **SUCCESSFUL FARMING** plans. Bedrooms, living quarters, recreation room and work areas are on three different levels.

These are



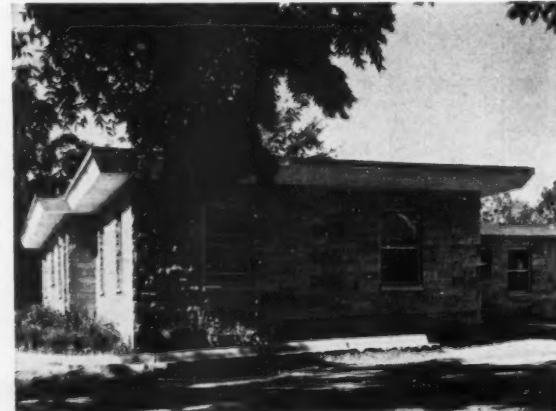
MISSOURI—In just three months, Eugene Anderson, of Schuyler County, built this house himself. It has 3 bedrooms, 14 x 17-foot living room, full basement, breakfast nook.



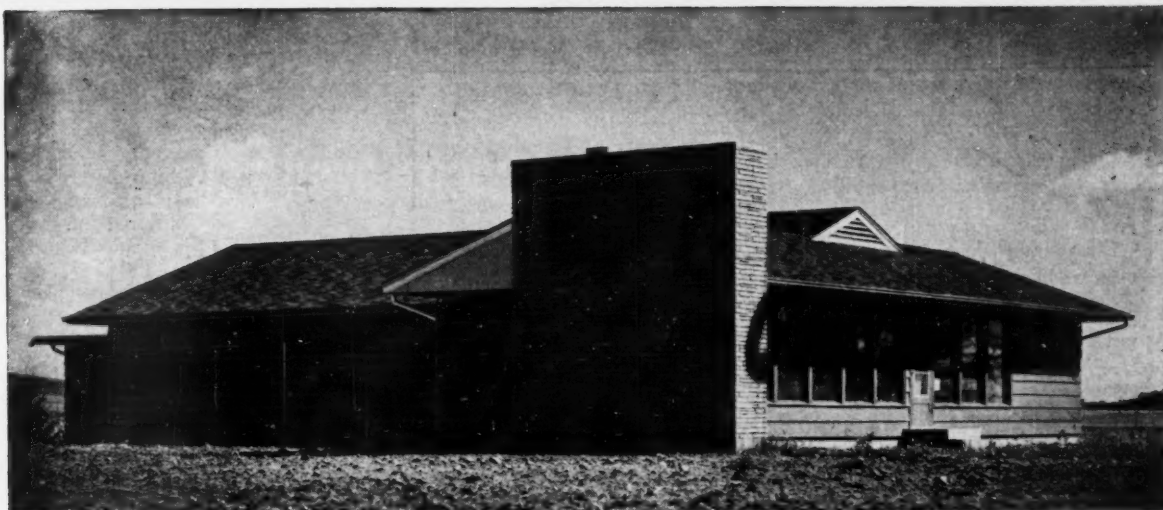
INDIANA—Many closets, large workroom, office, fruitroom make basement unnecessary in the Earl Potts house, Boone County. Ceilings have radiant heat. Breezeway connects garage.



ILLINOIS—The Andrew Bechtels house, Woodford County, has 3 bedrooms and bath in right wing; living and dining rooms center; kitchen, eating area and utility room in left wing.



MINNESOTA—Bert Hanson, Blue Earth County, built this stone-walled, flat-roof, fireproof house with 2 bedrooms, bath, den on lower level; kitchen, living and work rooms on ground floor.



WISCONSIN—This ultra-modern SUCCESSFUL FARMING Home No. S2101, built by Les Manke, Columbia County, has 2 bedrooms, workroom, living room, dining area, efficient U-shaped kitchen facing farm court. All traffic bypasses rooms.

farm houses!

Once the well kept barn and ill kept house were evidence of the prosperous and provident farmer . . . but no more.

A revolution in farm living has been under way since World War II. A dozen years of high prices and profits have given support to an unprecedented boom of new building, and remodeling of farm homes.

EVERY year SUCCESSFUL FARMING families build tens of thousands of these new houses . . . good looking enough to belong in any smart suburb; with central heating, modern kitchens and bathrooms, liberal lighting and attractive color schemes.

The farm home is also a part of the farm plant, allied with farm business; and these new houses differ from urban dwellings in design and plan; include work and utility rooms, more storage space and closets, often offices. The trend is to segregate sleeping, living and working quarters and channel traffic around the various units.

HOME BUILDING is easier, less expensive for the farmer. He can choose from scores of practical, proven, SUCCESSFUL FARMING plans, drawn by some of the country's best architects.

Thousands of SF House Plans, priced at \$2.50 to \$5.00, have been sold in recent years.

He buys the materials and equipment he needs direct from dealers. He works on his house in his spare time, and is helped by his neighbors, needs a minimum of skilled labor, escapes many of the restrictions that make building more costly in urban areas. And his finished house often costs thirty percent less than the custom or speculative built house of the same size in the city.

In the new home the old furniture is often largely replaced, new furnishings, decoration, and appliances are installed.

The home market is hot today among SF farmer families. Eight out of ten are in the top bracket—the 39% of farms which earn 88% of the total US farm cash income.

In SUCCESSFUL FARMING alone, the national advertiser has a market equivalent to another national suburbia! This magazine balances national schedules, taps buying power little touched by general media. Ask any SF office for the facts.

MEREDITH PUBLISHING COMPANY,
Des Moines...New York, Chicago,
Cleveland, Detroit, San Francisco,
Atlanta, Los Angeles.



Lincoln promotes catalogs by:

- Distributing them in manufacturers' files of catalogs in three fields.
- Reminding, through advertisements in 100 publications, prospects and users that they have a Lincoln catalog on file in their companies.
- Offering, in advertisements, to send catalogs to prospects without them.
- Publicizing through editorial columns the availability of new catalogs.

New Industrial Catalog to Be Announced This Month

Lincoln Industrial Distributors will be receiving, within the next few days, a supply of Catalog No. 64 presenting the Company's complete Line of Lubricant Application Equipment for maintenance of machinery in all Industrial Markets.



The 40 pages of this new catalog are illustrated and clearly describe everything for modern industrial lubricant application, from grease fittings, hand guns and bucket pumps, to a complete line of measuring valves, power-operated pumps, hose and accessories. Customers of Lincoln Distributors will find this new catalog one of the easiest-to-use and most effective means to simplify specification and purchasing of lubrication equipment.

Part of Lincoln's spread ad in INDUSTRIAL DISTRIBUTION.

Integrate Your Catalog Into the Sales Plan

Told to William T. Gangle
BY ALEX P. FOX
President, Lincoln Engineering Co.*

Wherever wheels and shafts turn, wherever there is machinery or mechanical equipment in use, there is the continuing, vital need for equipment to apply lubricants to bearings.

When our company was incorporated in 1910 industry was using the oil can, or a bucket of grease and a paddle, to apply lubricants to bearings.

The invention and development of the automobile and subsequent mechanization of agriculture provided tremendous impetus to the lubrication equipment industry by presenting a drastic need for more efficient application devices. Lincoln entered these two markets by originating the air-motor operated high-pressure grease gun, a complete line of hand guns, and hydraulic grease fittings.

*St. Louis

As the company's market was rapidly expanded to include all major industries it faced large-scale distribution problems. Management decided to distribute exclusively through mill supply houses serving the industrial markets, through wholesalers serving the automotive market, and through franchised farm implement dealers serving the agricultural market.

Lincoln's sales potential in all markets, in terms of usage, falls in three categories: original equipment; maintenance of equipment in the after-market; facilities for processing in the after-market.

Accordingly, Lincoln's factory representative selling force has three divisions: (1) Automotive and Agricultural (2) Industrial and (3) Original Equipment Sales.

In the Automotive and Agricultural

Division, the United States and Canada are divided into 32 territories, and for the Industrial Division into 23 territories. Territory managers supervised a group of territory supervisors who, in turn, direct and assist a specific number of wholesalers or distributors within a certain geographic trading area.

Original equipment sales, territorial divisions and wholesalers come into the picture only where business is secured above a certain minimum price level. Territory supervisors report all O.E.M. prospective business to the home office.

Representative's Functions

Lincoln representatives perform the usual functions of training and working with the wholesaler or distributor salesman; see that adequate stocks of merchandise and literature are maintained at all times; and provide help and council on local advertising and promotional campaigns.

The company's sales and service offices provide display, warehouse and service facilities in 16 strategically located cities to assist wholesalers and distributors.

Most Lincoln wholesalers maintain a completely equipped service department staffed by mechanics who are registered graduates of the Lincoln Factory Service School.

Because of the exceptionally wide range and tremendous sales potential for lubrication equipment, Lincoln employs horizontal and vertical business publications in its national advertising supporting wholesalers and distributors. Full-color pages, and spreads in 43 publications present customer benefits derived from the use of Lincoln equipment.

Case history testimonial advertisements signed by user executives illustrate applications. Each advertisement offers a free catalog or engineering bulletin, and directs the buyer to the Lincoln wholesaler or distributor. National advertisements also call attention to the company's catalogs in Sweet's Files, Gillette's Construction File, and Implement & Tractor files of manufacturers' catalogs.

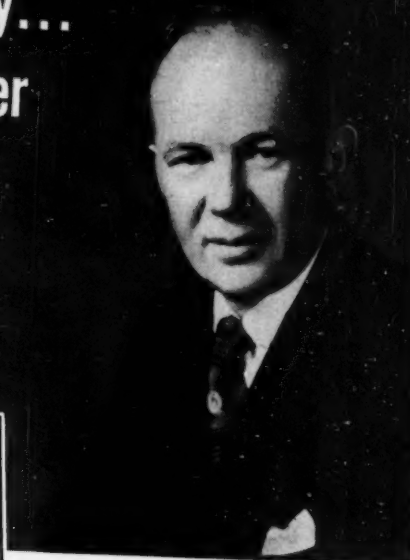
Lincoln's catalog program, because of the nature of its product line, is extensive. The master catalog consists of seven different catalogs, each designed to present a segment of the Lincoln line engineered for each major industry. Catalogs range from 16 to 40 pages, printed two colors on enamel stock.

Lincoln's distribution of manufacturers' files of catalogs began in 1943

SALES MANAGEMENT

"Our sales have shown a steady...
increase beginning shortly after
the addition of your magazine
on our schedule," writes

Mr. Harris Whitaker, General Sales
Manager, DAYSTROM Furniture



MR. HARRIS WHITAKER

DAYSTROM

Furniture

211 Franklin Street • Olean, New York • Telephone Olean 4101

October 14th, 1953.

Mr. Richard Hofer, Publisher
House Beautiful
572 Madison Avenue
New York, New York.

Dear Mr. Hofer:

House Beautiful is a wonderful magazine for Daystrom.

It is more than coincidental that our sales have shown a steady and fairly substantial increase beginning shortly after the addition of your magazine on our schedule. As a matter of fact, when we first started advertising our new style furniture for the living-dining area, we had almost a newspaper response in quite a number of cities. It was really quite an eye-opener, because ordinarily magazine impulses don't move that fast.

In another phase of the Home Furnishings Industry, just prior to my joining Daystrom, House Beautiful again proved itself an extremely valuable medium, not only because it was an important influence in a very fine group of consumers, but also because of an equal impact on the trade.

No praise or analysis of House Beautiful should be given without a healthy word or two on trade influence. Continued and extensive travels around the country have impressed me with the fact that House Beautiful is vital to the alert and progressive furniture dealer. He reads it, and he believes it. House Beautiful is stimulating to all of us in the industry, because it is both new and practical. In this day and age we all most certainly have to be practical.

From an advertiser who is very happy about his sales position I hope this message will be of interest to you, and will reflect the compliment that it is intended to pay.

Sincerely,
DAYSTROM FURNITURE.

Harris Whitaker
Harris Whitaker,
General Sales Manager.

RH/pe



A SUBSIDIARY OF DAYSTROM, INCORPORATED

Affiliates: American Type Foundries, Inc. • Daystrom Electric Corporation • Daystrom Instruments • Daystrom Laminates, Inc.

Quick reader response

and lasting trade influence make
HOUSE BEAUTIFUL "a wonderful
magazine for Daystrom" and for you.
Here's more evidence that it pays to
be a regular HOUSE BEAUTIFUL
advertiser.

- sells both sides of the counter

House Beautiful

Magazine

572 Madison Avenue, New York 22, N. Y.

FEBRUARY 1, 1954



The direct approach

The simplest, most direct way to get your message before official Washington is to put it in The Washington Post.

You don't have to know anyone . . . you don't need "connections" or influence. You simply state your case or express your views, openly for all to see, in The Washington Post.

For a powerful, direct approach to practically all members of Congress . . . the President and his Cabinet . . . and the key administrators and spokesmen of both government and business in the Nation's Capital . . . place your advertising in

The Washington Post . . . the Nation's Most Quoted Newspaper

The Post's editorials were quoted in the Congressional Record 1,274 times in the past six and a half years . . . more times than any other U. S. newspaper and nearly twice as many times as any other Washington newspaper.

The Washington Post

Represented by
Sawyer, Ferguson, Walker Company
The Hal Winter Co. (Miami Beach)
Metropolitan Sunday Newspapers

with a 12-page, two-color catalog in the Product Design, Mechanical Industries, and Process Industries Files of Sweet's Catalog Service.

After the first year's experience, which proved successful, Lincoln asked Sweet's to mail a survey to 1,396 buying executives selected at random in several states from Sweet's distribution lists. The results of this survey confirmed Lincoln's decision.

Speed and economy of mass distribution to a select buying audience is, of course, the primary reason for use of catalogs. Because Lincoln has proved this, it now uses Gillette's Pre-Filed Catalog for the Heavy Construction Industry, and the Implement & Tractor Catalog for Farm Implement Dealers.

The company's catalog merchandising program provides representatives and wholesalers with distribution dates, titles of various files used, index numbers of Lincoln catalogs and suggestions about how to call attention to and sell from the various files.

Lincoln further employs its national advertising to carry on an intensive and continuing educational campaign to industry, which stresses the importance of standardizing on

modern lubrication practices to assure the application of the right lubricant, in the right quantity, at the right time intervals.

In 1952 more than 100 editorial pages, in a wide range of business publications, presented exclusive Lincoln papers and articles on outstanding lubrication case histories. Lincoln offers reprints and catalogs to prospects.

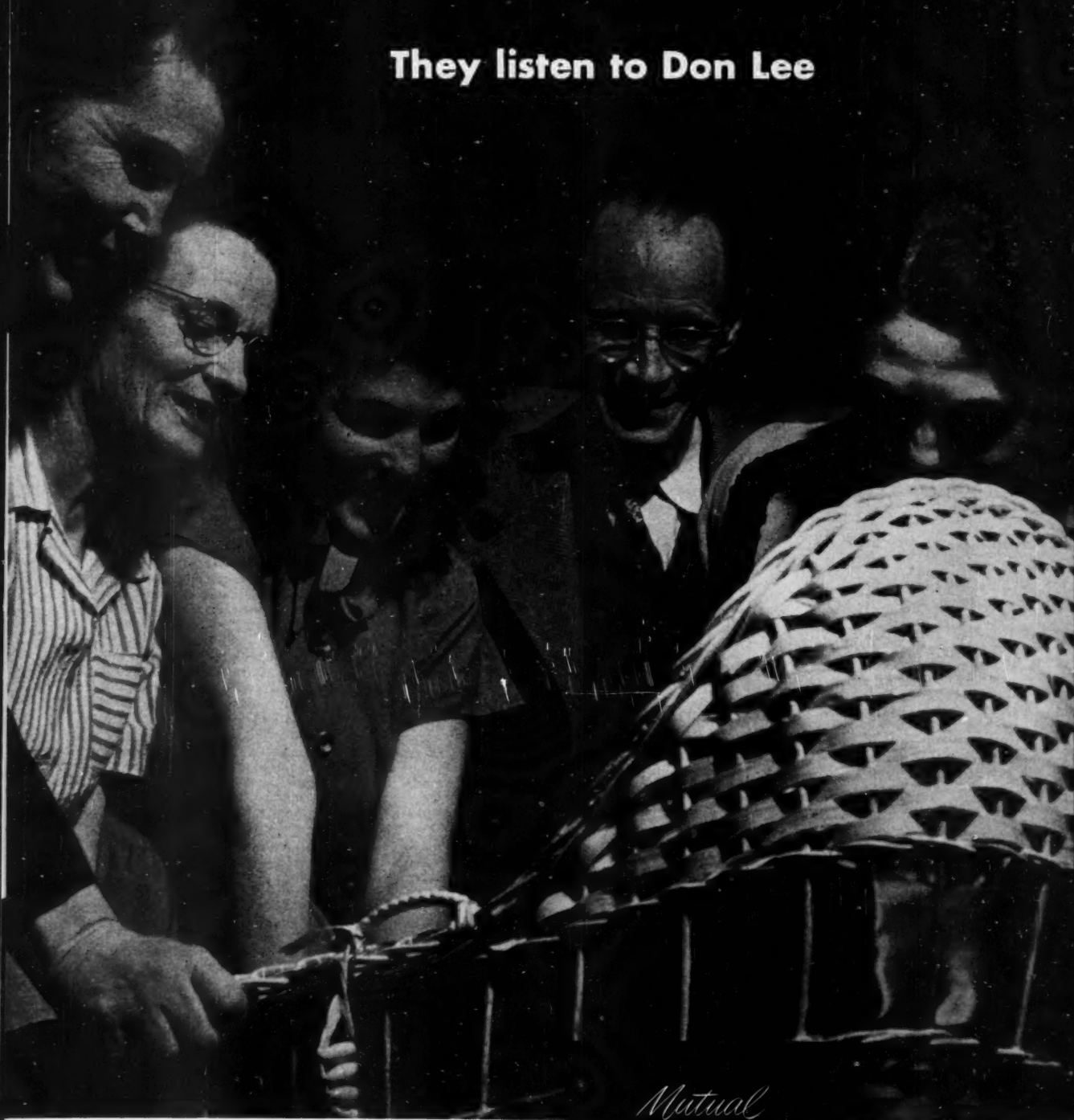
The company supplements its national advertising with a compact direct mail kit. Constructed in the form of a conventional file folder, the kit includes two pockets: One contains instructions for setting up and operating a direct mail program, plus a list of popular sources for building a sound customer mailing list; the second pocket holds an assortment of sample direct mail pieces, varying as to type, style, size, and color, from which the wholesaler can order in quantity required, and thus schedule in advance a 12-month mailing promotion. The kit has been enthusiastically received by Lincoln's wholesalers, won awards in two recent national advertising and direct mail contests, and has resulted in an unprecedented upsurge in effective use of Lincoln's direct mail literature.



"Do I make you listen to the speeches I make before the Woman's Club?"

They live on the Pacific Coast...

They listen to Don Lee



Don Lee IS Pacific Coast Radio

Of the four major networks, *only one* has stations in the 45 important Pacific Coast markets — DON LEE, the nation's greatest regional network.

Mutual
DON LEE
RADIO

*Don Lee Broadcasting System,
Hollywood 28, California,
represented nationally by
H-R Representatives, Inc.*

12 Best Sales Tool Ideas of 1953

Each month Sales Management presents one to a half-dozen case histories of successful sales tool usage. From the 1953 crop, your editors have selected what we believe to be the top twelve. Our basis for selection: attention-getting values; imaginative

applications; closing power. No matter what your product or service, check the list. Perhaps you will discover, in 1954, a similar tool, a similar application, a similar success story. At any rate, here are a dozen thought-starters.

These companies . . .	produced these tools . . .	to achieve these objectives:
General Electric Co., Appliance Div., Cambridge, Mass.	Equipped dealers with quick-print cameras and miniature models of company's kitchen appliances.	Salesman draws prospect's floor plan, places model appliances on plan, snaps shutter, hands finished photo to housewife, who approves what she sees or suggests changes. Result: Dealer quickly qualifies prospect, makes blueprints and drawings only after order is signed.
W. A. Sheaffer Pen Co., Ft. Madison, Ia.	Provided transparent overlay booklets for dealers and their sales personnel, and . . .	by flipping pages, they became acquainted with the inside workings of Sheaffer's "Snorkel" fountain pen. First month after introduction, company's sales were 46% higher than corresponding month a year before.
Fairchild Camera and Instrument Corp., Syosset, L.I., N.Y.	Put complete photo and engraving department on wheels, which . . .	goes to the door of newspaper or printing plant, demonstrates how company's "Scan-a-graver" can turn out photo engravings electronically.
Reardon Co. (paints), St. Louis, Mo.	Bought self-contained radio receivers, small enough to fit into coat pocket, so that . . .	salesmen can be contacted by home office. By listening to device for maximum period of one minute, he can determine whether calls are waiting for him. It is big factor in increasing service to company's dealers and distributors.
B. F. Goodrich Co., Akron, O.	Provided "x-ray" see-through belts to show industrial prospects . . .	how Goodrich endless belts contain no overlapping cord sections and, therefore, no weak spots. Without see-through feature, "it would be difficult for customers to understand why this belt is different from others."
Reo Motors, Inc., Lansing, Mich.	Management used big projectors and desk-top viewers to tell distributors and dealers . . .	how to sell a new series of truck engines as replacements. Visuals clearly show how to dramatize engine specifications; dealers now use those same visuals before the "replacement market."
General Bronze Corp., Alwintite Div., Garden City, N.Y.	Equipped salesmen with desk-top viewers . . .	to take the place of cumbersome aluminum residential window samples which were shown to distributors and builders. By substituting four-pound viewers, Alwintite men can now show 200 Kodachrome slides of product and installations.
Porcelain Enamel Institute	Put kitful of demonstration tools into hands of manufacturers and distributors . . .	to train retail salesmen in the art of showing the indestructibility of porcelain enamel finishes. Kit includes hammer, lipstick, ink and other "destructive" weapons which are applied, briskly, to sample finishes—then whisked clean.
Miniature Precision Bearings, Inc., Keene, N.H.	Hands prospects 3-D viewers with slides showing in-plant views of company's assembly, inspection operations . . .	thus solving the sales engineer's problem of describing a technical process or product to non-technical prospects.
Hercules Powder Co., Cellulose Products Dept., Wilmington, Del.	Created a "laboratory" coach—the "lacquer information center"—which goes to every major city where there is a lacquer plant. In this way . . .	each of the company's lacquer customers sees the latest developments in the profitable use of Hercules raw materials for lacquers. It's fitted with motion picture facilities, a conference room, exhibits.
Western Lithograph Co., Westline Products Div., Los Angeles, Cal.	Portable tape recorders became part of traveling salesmen's equipment, so that . . .	their reports can be taped instead of written. Tape is mailed to home office where it is listened to, analyzed, filed. Time is saved and reports are now more comprehensive.
General Electric Co., Lamp Div., Cleveland, O.	Devised a lamp burnout visualizer . . .	to show managers of stores, factories and offices how planned group relamping can reduce labor costs up to 85%. Visualizer operates like slide rule, predicts number of lamps that will burn out in a given time.

YOU COULD BE WRITING US A LETTER LIKE THIS

PECK · ADVERTISING · AGENCY ·
FOUR · HUNDRED · MADISON · AVENUE
NEW YORK CITY
PLAZA 3-0900

November 30, 1953

Mr. David Sutton
Vice-President
MCA-TV Ltd.
598 Madison Avenue
New York, New York

Dear Dave:

When we first talked about a show for our client, Chunky Chocolate Corporation, we wanted a vehicle that would appeal to men, women and children.

In purchasing the Abbott & Costello Show, we felt we had a "sleeper" as it was scheduled for a Saturday night spot between 6:00 and 7:00 P.M., a time spot we've used two years for the same client.

In September we went on the air in five major markets. To date we've had three ratings to indicate its viewing power. The opening ratings, which were taken as of the first week of the show, gave Abbott & Costello a higher rating in each and every one of the markets as compared against any other show that we have sponsored for the same time period. The second and third ratings have been increasing and in each market we are getting better than 40% of the total listening audience.

I thought you would like to know how pleased our client is with this purchase, because not only is he getting big time names, attracting big time ratings, but he is also selling to the major part of the viewing audience.

Last May when we first talked about Abbott & Costello, I thought the show could do an outstanding job at the Saturday night time. The record to date certainly has more than lived up to our expectations.

Cordially,

S. G. Alexander
Sidney G. Alexander
Vice-President

SGA:ak



NEW YORK: 598 Madison Avenue — Plaza 9-7500
CHICAGO: 430 North Michigan Ave. — DElaware 7-1100
BEVERLY HILLS: 9370 Santa Monica Blvd. — CRestview 6-2001
SAN FRANCISCO: 105 Montgomery Street — EXbrook 2-8922
CLEVELAND: Union Commerce Bldg. — CHerry 1-6010
DALLAS: 2102 North Akard Street — PRospect 7-536
DETROIT: 1612 Book Tower — WOODward 2-2604
BOSTON: 45 Newbury Street — COpley 7-5830
MINNEAPOLIS: Northwestern Bank Bldg. — LINcoln 7863
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Ltd

TV FILM

Big time names
lead to big time
ratings.
MCA-TV can
give you both
Contact your
nearest MCA-TV
office today.

"Follow Me"

commanded the model as she walked through the streets of Albany, Ga., promoting a factory expert personal appearance staged by Gruen salesman, Harold Spahn.

In a well-planned store promotion, 50% of the people who enter the store make a purchase.

Now Gruen's 48 salesmen spend two days a month behind retailers' counters in special demonstrations.



How to Find "Off-Season" Sales

Gruen is bringing the other nine months back to sales life with in-store demonstrations and promotion of watches as gifts for Valentine, Mother's and Father's Days.

January, February, and seven other months are rough on the watch industry. Approximately 30% of all types of retail jewelry store merchandise is sold in June, November, and December. But watch sales in these three months have ranged, traditionally, up to a thumping 50% or more of the year's total.

As the watch industry sat on the sidelines, promotion-wise, during the nine-month "off-season," jewelry stores turned their attention to other items for their Valentine, Mother's

and Father's Days and year-around promotions.

Gift buyers were not watch conscious. Gruen Watch Co., Cincinnati, decided the time was ripe to promote watches on a substantial year-long basis.

Gruen started its year-around promotion plan in a small way in 1948 and, as results proved its effectiveness, it was expanded gradually to present proportions. While most of the Gruen advertising for its seasonal promotions had been concentrated in

magazines and newspapers, the company, late in 1950, began television advertising with sponsorship of a weekly program. Results were so satisfactory that the Walter Winchell newscast was taken over two years ago.

It was not to be expected the public would be interested in replacing the watches they owned with others that were similar in design and purpose, and which jewelers had displayed for many years.

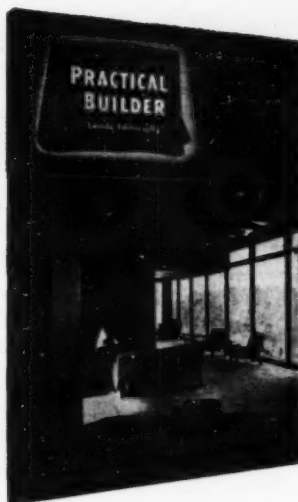
Nor was it to be expected that retailers would become excited about selling Gruen watches on a year-around basis unless they were provided with dramatic store promotion ideas and aids, backed by effective advertising that would further incite buyer interest.

So this month, and every month,

SALES MANAGEMENT

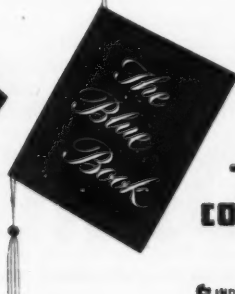
Says an Alabama advertiser (name on request):

"Our product is sold out four weeks in advance; and we attribute no small part of this happy situation to the advertising we have run in Practical Builder."



Let's say you make windows. Or plumbing fixtures. You hear about a new 20-story office building going up. That means 1000 windows; 300 plumbing fixtures. Do you go after the business? We hope to tell you. Now take 10 average builders, in 10 typical towns, each building 10 average homes. Together they add up to more windows and plumbing fixtures than the skyscraper.

*Yet who knows about it? You don't . . . but we do. That's just the point: **practical builder** knows that the 93,000 building men (principally builder-contractors) it delivers, represent the biggest buying factor in the light construction industry. What's more, it's the least understood and the most undersold. May we tell you about a great untapped market that we know . . . as few people do?*



**... of the light
construction industry**

Gruen's salesmen and dealers are supplied with a promotional kit. The February kit, for example, is built around "Gruen Prestige."

Gruen emphasizes functional features, highlighted by watches which are self-winding, resistant to shock, dust, water and magnetism, with added protective features, such as unbreakable crystals which eliminate expensive repair bills. Early last year, Gruen perfected a self-winding watch for women in a tiny, thin case.

"Buyers of all types of merchandise undoubtedly are more 'function conscious' today than ever before," points out Abraham S. Braude, vice-president in charge of sales. "In watches, they demand not only style, but sturdy movements and cases that will stand up under everyday work and play situations, without having to be babied."

"Built-in conveniences are increasingly demanded in this mechanical age, and the self-winding watch is a popular phase of this trend. It isn't the labor of winding their watches that bothers people, it's remembering to wind them."

Helping the more than 8,000 Gruen franchise jewelers sell new company products is of equal importance.

"During the past year," said Henry Dorff, vice-president in charge of advertising, "Gruen has established itself more strongly than ever as a source of selling help to the retail jeweler at the consumer level. The power of the jewelry industry's outstanding national advertising program has been matched by consistent, year-around promotional selling help, which jewelers recognize as the most important source of helping them solve their local sales problems."

"A steady, planned calendar of vigorous promotional ideas, and the material that helps jewelers use these ideas, has steadily developed a more dynamic and closer knit partnership with the retailer."

Selling For Dealers

"Our policy of selling for the jeweler—not just to him—has been one of the most vital reasons for the steadily increasing stature of the Gruen position with a growing number of the country's most important retail jewelers."

Gruen in 1952 began to sponsor Walter Winchell on 355 American Broadcasting Co. television and radio stations. At the same time, the company's consumer and jewelry publication advertising was revamped to tie-in with the Winchell program.

Retailers are constantly reminded of this mass selling impact by ads in jewelry business magazines, emphasizing that Gruen is "the watch line that works for the jeweler."

The 48 Gruen salesmen, as long-time friends, assist the retailers on whom they call in solving many business problems.

Two years ago, Gruen started a "factory expert personal appearance" program, which has developed into one of the most effective tie-in promotional efforts in the industry.

Gruen salesman Harold Spahn dreamed up the store demonstration idea in 1952 and, with the blessing of Sales Manager Braude, the first was staged early that year. It was so successful that Braude immediately

Pay-off on Year-Round Promotion

Closely-held Gruen Watch Co. does not reveal its sales figures. But for the fiscal year ended March 31, 1953, Gruen upped sales 21% over the preceding year, bringing a gross profit of \$9,295,916, and a net of \$1,688,988, highest in the company's history. In the 1952-53 year, Gruen's gross was \$6,546,546 and net, \$953,134.

saw its possibilities from both sales and educational standpoints, and the plan was discussed in detail at a company sales meeting in early 1953.

Under the Gruen set-up, the demonstrations are staged at such times as the retailers consider most appropriate, after conferring with the salesman. The company participates in the preliminary discussions only to the extent of making its promotion plan booklet available to retailers.

Through the trade grapevine, however, retailers across the country are now aware of the excellent results achieved by Gruen store demonstrations, and requests for them have snowballed during recent months.

Practically all Gruen salesmen now are staging at least one such demonstration monthly, and many of them put on two or more of these shows monthly, excepting during normally busy months. The program is essentially a store traffic builder during normally slow periods.

In a 12-page booklet, Gruen details the necessary preliminary ar-

rangements, such as timing, advertising, display and sales force build-up.

It is recommended that the "personal appearance" be staged on the days of heaviest store traffic, usually Friday and Saturday, and preceded with full page ads in the local newspapers, using mats provided by Gruen. These include a photo of the salesman and reprint of a telegram from the salesman announcing his visit to the store.

What's in Kit?

Also included in the booklet are reprints of suggested ads, news releases, tips on store decoration, a suggested letter to regular customers informing them of the upcoming event, and a follow-up letter thanking customers who have purchased Gruen watches during the promotion period.

Many companies produce similar kits but Gruen's secret is getting kits out on a regular schedule. It's good sales psychology because it constantly alerts both salesmen and dealers to Gruen's all-year promotion drive.

Ample stocks of the most popular lines of Gruen watches are provided, and the salesman spends the evening preceding the opening of the promotion in explaining to the store's sales personnel the numerous features incorporated in Gruen watches, which will be emphasized by him during the two-day promotion.

During the past two years, Gruen salesmen have staged "personal appearance" promotions in hundreds of retail jewelry stores across the country. Says Advertising Director Dorff: "Our experience proves that in stores where the entire promotion is carefully planned, almost half of the people entering the store have been sold Gruen watches."

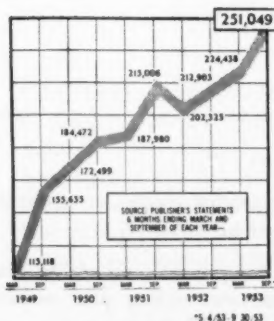
As another of its determined efforts to increase watch sales during normally "off" months, Gruen sets up a planned calendar of promotions at the beginning of each fiscal year. Three company vice-presidents meet frequently—at least once weekly—to be certain that every detail of every promotion is understood, and that every department is following through on its particular assignments. Follow-up is important.

During the current year, Gruen has staged 10 special promotions. These were based on special events, such as Valentine Day, Easter, Mother's and Father's Days, graduation, vacations and Christmas. Preceding each special promotion, every Gruen retailer is supplied with a sales kit.

The End



On February 10th, **THE MIRROR**—America's fastest-growing newspaper—
steps UP from tabloid to standard page size . . .



Five years ago **THE MIRROR** started from scratch—a new afternoon daily in the highly competitive Los Angeles field.

Today **THE MIRROR**'s ABC circulation has grown to 251,049 . . . making it the second largest evening newspaper in the entire West!

Now **THE MIRROR** is ready to make even more history. On Febru-

ary 10th **THE MIRROR** will become an eight-column, standard-size paper.

THE MIRROR's zest, originality and dramatic presentation of news and features will continue unrationed. Only the size will change.

By offering much more to its readers, the new, bigger **MIRROR** can't help but offer more to its advertisers.

Now a **BIGGER**, better

MIRROR... Los Angeles

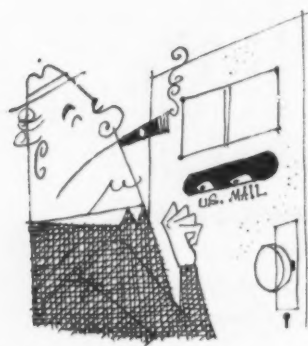
VIRGIL PINKLEY, Editor and Publisher Represented by O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, San Francisco

FEBRUARY 1, 1954



Don't Forget Uncle Sam In Your Contest Prizes

BY PHILIP SALISBURY, *Editor and*
JEROME SHOENFELD, *Washington Editor*



Over one weekend last year, a postal letter carrier in one of New York's suburbs hit the jackpot in a national TV give-away show. In addition to almost countless small items, he won a repainting job on his house, a refrigerator, a freezer, laundry equipment, a TV set, furniture, an all-expense-paid trip, etc.

The announcer, happy to be playing Santa Claus, called it a \$12,000 jackpot. Neighbors and friends rushed in to congratulate the letter carrier.

On Monday morning the representative of another branch of Uncle Sam's government called at the post office to convey his congratulations—but he wanted something in return.

This caller represented the local office of the Internal Revenue Service, and he asked the letter carrier to pony up on an income tax based upon the \$12,000 stated value of the prizes.

The poor letter carrier was shocked. He hadn't realized that he would have to pay a tax. He hadn't received any of the merchandise. He didn't know yet which items he wanted to use and which ones he would try to sell at the best possible price.

The revenue man gave him two weeks' "grace."

Mr. Letter Carrier busied himself at being a salesman. Much to his disappointment he found that no one was willing to pay him more than \$75 for that shiny \$350 refrigerator—and so on down the line.

In desperation he went to a bank; the officers were sympathetic and made valuable suggestions on how to dispose of some of the merchandise. But at the end of the 14 days his cash was still far short of the amount demanded by the Internal Revenue Service. The bank stepped in at that point and told the tax boys that the merchandise should not be assessed at the list value but only at the fair market value as defined in Washington—"the amount that a willing buyer would pay to a willing seller in an arm's length transaction, neither being obliged to buy or sell." The bank also got the revenue men to agree that the immediate tax to be paid should be an installment shown on a declaration of estimated tax as revised by reason of the "fair" market value of the prizes. And the bank arranged to give the lucky(?) winner a loan sufficient to make up the difference between the letter carrier's cash on hand and the amount of the estimated tax due immediately.

It isn't only letter carriers who win radio or TV jackpots who are unhappily surprised to find that Uncle Sam wants a share of all prize money or merchandise; SALES MANAGEMENT's reader mail shows that many salesmen and some sales managers are blissfully unaware of the tax aspects of incentive payments—unaware until the knowledge is forced upon them by a demand from the tax-collecting branch of the government.



Why not . . .

Tell prospective winners at outset of contest of tax liability?

Pay the tax yourself, and add to winner's pleasure, making your contest more successful?

Ask contest specialists for help in setting contest rules and incentives?

SOMETHING MISSING...



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

California's inland valley—220 miles from Los Angeles, 90 miles from San Francisco — is a big metropolitan market. Two million people (with more than \$3 billion buying power) live in this independent, self-contained area.* You're not selling California unless you're selling the valley. And you can reach it in depth only with its strong local newspapers, the three

*Sales Management's 1953 Copyrighted Survey



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE



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NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

For Name Plates that help sell!



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ARE you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



CHICAGO THRIFT-ETCHING CORPORATION
1335 N. Sheffield Ave., Chicago 22, Ill., Dept. J
THIRTIARY OF DODGE MANUFACTURING CORPORATION, MISHAWAKA, IND.

you can't top **NAME BRANDS** for **BUSINESS GIFTS** and **INCENTIVE PRIZES**

to be sure that your customers and your salesmen will really want the gifts and prizes you offer... give **NAME BRANDS**. H. B. Davis Corp. offers one of the widest selections of **NAME BRAND** merchandise in the country... from Arvin to Zippo.

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This large, handsome, 64 page catalog has more than 1,000 **NAME BRAND** items beautifully illustrated.

Send for your **FREE** copy... with confidential price list—**NOW!**



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Continuous Supply.
All items stocked for immediate pick-up.
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H. B. DAVIS CORP.

145 E. West 15th Street, New York 11, N. Y.

The General Rule

If an agent of the Internal Revenue Service suspects that by some device or other money income is being disguised as something else, he will try to collect a tax.

In the case of incentive payments to salesmen, where there is an employer-employee relationship, the bureau infers that just about everything is "compensation," and that all compensation is taxable.

So far as the recipient is concerned, he should no more object to paying a tax on merchandise he receives as a prize than he does to paying a tax on his salary or his commission—but he should know in advance about the rules of the game. It's the sudden shock—such as the one experienced by the letter carrier—that sometimes removes a bit of the pleasure of being a prize winner. Sales executives experienced during recent years in conducting incentive plans have this educational job behind them, but the many managers who are developing a plan for the first time can better insure success if they warn their men in advance that prizes are income.

The general rule is that anything won in a prize contest—whether cash or merchandise or a trip—is subject to entry on the income tax statement "at its fair market value, the amount that a willing buyer would pay to a willing seller in an arm's length transaction."

Not only must the winner make an accounting statement to the government, but the employer (if there is an employer-employee relationship) must withhold the tax on the prize.

Avoid Misunderstanding

To avoid confusion and misunderstanding, the employer should inform the employee of the basis of the withholding so that both employer and employee report identical amounts to the government. **SALES MANAGEMENT** believes that the proper entry would be the cost of the prize to the employer, but one revenue official maintains that it would be "the fair market value of the prize on the date it is acquired by the contestant." To **SALES MANAGEMENT** this seems inconsistent with *facts*, and impossible to apply.

Most of the leading companies in the sales incentive field who offer merchandise use a prize "point" system. They recommend that company salesmen be given net prize points, deducting the 20% withholding tax before. For example, if a salesman wins 50,000 prize points gross, the awarding company actually presents

him with 40,000 points, allocating the 10,000 points to his credit as withholding tax. At the end of the year the employee's W-2 form indicates his total earnings, including his contest award and his total withholding tax including that deducted in the above example.

Should substantial prizes be won in a contest by people not on the payroll (such as distributors, dealers, consumers), any winnings in excess of \$600 in a calendar year should be accounted for on form 1099 of the Internal Revenue Service.

But except where there is a direct employer-employee relationship, a company running a contest has no obligation regarding the withholding tax and again this applies not only to cash but to merchandise and trips. It is up to the recipient to figure the award as additional income when he makes out his tax after receiving his W-2 form.

The Rule on Trips

If you have a prize contest in which trips to Bermuda or Mexico or spots within the U.S.A. border (or anywhere else) are offered as prizes, the amount paid by the company is to be considered as additional income to the salesman winning the contest, accounted for by him on his own income tax statement and subject to withholding tax by the employer.

But if a group of salesmen go on such a trip, and are accompanied by a superior sales officer, and if actual business meetings are held on such trips, the trips can be considered sales conventions and the salesmen are not required to enter the cost on their income tax statements, if the company provides the transportation and pays the hotel bills, etc.

If the salesman has out-of-pocket expenses on such a trip for which he is not reimbursed by the company, then they may be classed as "expenses of travel, meals and lodging while away from home in the pursuit of a trade or business," and such legitimate expenses may be taken into consideration in computing adjusted gross income.

The interpretation—as to whether it is a sales convention—will vary according to the relative degree of toughness of individual revenue men. The tough ones may ask (1) Why Bermuda, Miami, Lake Louise, Mexico City? Why did the salesmen take their wives? If amounts spent seem outrageously large, the agent may refer to the income report of the company itself, disallowing the deduction as a legitimate expense. (2) What did they do at the business

meetings? Was it really *business*?

Where the salesman is not accompanied by a superior sales officer and where no business meetings are held, the expense of the trip is taxable to each salesman based on actual amounts paid out by the company. This would be the amount spent by the employer, divided into the number of recipients.

The boss *could* pay the tax on the trip himself. He could give each salesman sufficient cash to meet the tax on the salesman's share of the cost. This payment in turn is taxable; he could provide the cash again to pay it, adding to the tax. This is not an unlimited spiral—"merely" a tax on the first tax plus a tax on that tax. It ends there.

Honor Awards

Are these subject to inclusion on the federal income tax statement? Let's suppose that it is a watch to commemorate the employee's 20th anniversary with the company. Here the rulings are not uniform. One expert tells SALES MANAGEMENT that the answer is yes without any question. "The only way it can be other than yes would be if the employer were to give him the watch as a personal gift out of his own pocket, with no relationship between the gift and his service as an employee."

Another expert says, "I would say this would not be taxable if it is an honor gift and if so the company giving it would unquestionably charge it to a special expense and not to selling expense. I believe that the Internal Revenue Service would be somewhat liberal in interpreting this particular type of award; however, each district office may well do it differently." In actual practice the words "substantial" or "inconsequential" would seem to be the key words; small awards are ignored.

Consumer Contests

In general the merchandise given away is taxable at fair market value at the time of receipt. "Fair market value" has no precise meaning that can be swiftly determined. Revenue officials say that "fair market value of items offered for sale is what a willing buyer would pay to a willing seller in an arm's length transaction, neither being obliged to buy or sell" is precise, but not everybody would agree. In practice it works out that if the goods are offered for sale immediately, the Internal Revenue Service will accept the proceeds as fair market. If they are kept for six

months or so and then sold, it might not: depreciation or appreciation, change in market conditions, etc.

The Internal Revenue Service currently is giving recipients *this* break: If the winner indicated his *intent* to sell it immediately, and would do so except that a willing buyer has not been located, the "fair market value" is accepted as being the ultimate offer of "a willing buyer"—but it has not been determined how long the government will be willing to wait.

There's no clear-cut distinction as to chance or skill. However, that's not the distinction the service makes. It asks: Did the recipient have to do anything to get what he got? If he had to do anything whatever, the bureau will try to tax him. The court often objects.

In the Pot-of-Gold program, a spinning wheel was turned by chance to three numbers. The first was taken as code for a city, the second as code for a page in the phone book, the third for the line in the page. The person designated was phoned, given a prize. The service tried to tax the prize, claiming that the mere lifting of the phone was performance for which the check was compensation. The court knocked that out. The commissioner has not acquiesced.

However, if a man does anything you can't set down as a sort of involuntary reflex, like answering the phone, the Internal Revenue Service will go after him. This covers mailing coupons, writing slogans, etc.

Some dealers' awards cannot be taxed. If the manufacturer gave a free car for each sale of, say 50, the service would treat it as an allocation of cost, as a tie-in sale. A gift to the first to buy the new model would be treated the same way. This applies to dealers and to customers; it doesn't apply to salesmen, for whom the additional model is additional compensation. The tax laws are stacked, evidently, against employees.

The difficulties with the Internal Revenue Service in connection with contests are far from insurmountable. In fact if the awards are thought of as being *compensation*, in the same class as salaries and commissions, the problem is relatively simple.

It's the *shock* that really hurts—the sudden realization that Uncle Sam owns perhaps a one-quarter interest in that new television set and must be bought off before the machine truly belongs to the prize winner.

The End

The editors wish to acknowledge helpful suggestions and criticisms from executives of Cappel, MacDonald and Company; Belnap and Thompson, Inc.; Carr Speirs, Inc.



FULL COLOR POSTCARDS

for less than 1¢ apiece!

☆ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-2

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MANAGEMENT looks to the ACCOUNTANT

*... for advice in the
area of record-keeping,
reporting, insurance and
finance.*

Send for "the 3rd party to a sale"

THE JOURNAL of ACCOUNTANCY
November 1953

CIRCULATION 63,066 ABC

EST. 1905

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THE PRINTSLY GIFT

Choose, use
**DELANO
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DELANO STUDIOS
31 East 18th Avenue
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Specializing in Unusual Gifts of Distinction



When Installed Systems Cost From \$1,000 to \$250,000

BY ELSA GIDLOW

Shur-Rane needs distributors and dealers who will stick for the long pull. Where do you find them and how do you work together to sell products good for 40 years?

Jack Folting now has 27 distributors in 41 states; by the end of 1954 he expects to have 11 or 12 more distributors in 48 states.

The manager, Shur-Rane department, John Bean Division, Food Machinery and Chemical Corp., San José, Cal., has learned while expanding his markets in the past 12 years how to work effectively with distributors to sell portable irrigation systems for \$5,000 to \$30,000 per installation.

Jack Folting and his distributors have achieved stability in their relationship. Says Folting: "We are proud to report that we have less than 2% turnover per year. Dealer turnover is low."

Shur-Rane policies and sales plans pay off. In each of the past two years, sales have increased 25%. (See "'Operation Rainfall:' 'It's Strictly a Custom-Selling Job,'" SALES MANAGEMENT, November 1, 1953, page 44.)

Folting's formula for a successful company-distributor relationship is based on five principles:

1. Know where to locate your distribution points for maximum and efficient coverage.
2. Know what you want in a distributor and don't be satisfied until you get it or find material where your full requirements can be developed.
3. Have a sound and consistent policy with respect to distributor relations so that distributors—and their dealers—know where they stand with your company.
4. Be prepared to furnish all-out aid for the kind of selling job you want done.
5. Don't be afraid to give too much; maintain as close personal contact as you can.

A sprinkler system, obviously, will

help a farmer only if he has access to sufficient water to make his investment worth-while.

Not many of the small (\$1,000) installations are made and the large ones (\$250,000) are not every-day sales. Most sales fall between \$5,000-\$30,000.

The company's first move, in the original setting up of its distributor organization, was to survey the surface and the underground water resources of the U.S. These fundamental data are kept current.

Next step was to locate the major business centers in the areas where the agricultural operations, plus the water resources, added up to good potential for Shur-Rane.

Ideal Distributor Traits

Then the company set about finding distributors who could handle its products.

Shur-Rane knows what it wants in a distributor but is realistic enough to accept the fact that it may not find perfection. It will work with a sound, enthusiastic, and promising distributor who has the willingness to cooperate. The ideal Shur-Rane distributor will:

1. Have engineering background.
2. Know pumps, motors (gas, diesel and electric), and agricultural requirements.
3. Have a strong financial structure—a must for a firm that will have to purchase lots worth \$30,000 or more.
4. Be as fully-rounded and enthusiastic with respect to sprinkler irrigation as he expects his own dealers to be.

This distributor should have an

effective dealer organization in the field. "But if he does not," Folting explains, "we are not too concerned, as long as he has the courage and spirit of cooperation to let us help him to develop Shur-Rane dealer groups in his territory."

The company considers its best distributors those in pump, motor and agricultural implement distribution firms and, occasionally, irrigation specialists.

A policy which inspires confidence in distributors and dealers is one which will make for a closely-knit organization. If Shur-Rane loses a distributor in the middle of a season it loses sales for that territory for the current period, since it is impossible to set up a new distributor and have his dealer organization in action until the following season.

Here are some major points in the Shur-Rane distributor relations policy:

1. The company never competes with its distributors or dealers. It channels all sales through its distribution pipelines. This is true even in the case of a sale to a municipality or, for example, to the Army or Navy (a Veteran's hospital) or similar contact. It's not philanthropy but sound business sense. Service after installation looms large in the Shur-Rane sales picture.

Says Folting: "There is nothing so discouraging to a dealer who has been striving hard and loyally on behalf of a product as to find, after he has placed a sealed bid, that his own manufacturer has cut his price in bidding on the same job."

2. There is a clear-cut understanding of "who sells where." A specific territory is assigned to each distributor, and he in turn assigns a territory to each of his dealers. Every attempt is made to assure that distributors and dealers derive full benefit from business in their territories.

There are instances where this calls for tact. For example, a farmer from Arizona, vacationing in Long Beach, may be contacted for the first time and wholly or partially sold on a sprinkler system by a Shur-Rane representative in Long Beach. The company would channel that business through the farmer's nearest local dealer—for on-the-spot contacting, service, and maintenance. When the need for this policy is clearly understood by all concerned, and exceptional cases like this one are handled tactfully, the company has found that it is accepted as the practical approach.

BY SERVING PACIFIC NORTHWEST FARMERS BEST, FARM QUAD MAGAZINES

Serve YOU Best

The Highly LOCALIZED
Editorial Policy of
The Pacific Northwest
Farm Quad Magazines
Creates High Readership
That Gives Advertising
Maximum Impact at the
LOCAL Level Throughout
The Billion Dollar
Farm Market of



THE RIGHT EQUIPMENT
FOR HARVESTING POTATOES
IN THE PACIFIC NORTHWEST
WHERE THE HOME-STATE
FARM QUAD MAGAZINES ARE RIGHT
FOR HARVESTING GREATER SALES

WASHINGTON, OREGON, IDAHO, AND UTAH

Media that do the best selling job for YOU are media that do the best job of selling themselves to your potential customers. That's the very important reason why, whenever you go after farm business, state farm magazines serve you best.

The Washington Farmer, The Oregon Farmer, The Idaho Farmer, and The Utah Farmer not only are unequaled in coverage of farms within their respective states—they enjoy the exceptionally high readership that is engendered by a LOCALIZED editorial policy. By dealing exclusively with problems and interests of farmers in their own states, they win subscribers and earn readers' confidence. In short, they serve farmers best—and thereby they serve YOU best.

Whatever you sell—whether your advertising budget is large or small—you can cover the billion dollar Pacific Northwest farm market most efficiently, effectively, economically through the Farm Quad . . . the magazines that, for well over half a century, Washington, Oregon, Idaho, and Utah farmers have looked on as sources of helpful agricultural information and as buying guides.

FARM LIVING STANDARDS HIGH IN THE PACIFIC NORTHWEST

COMPARED WITH NATIONAL AVERAGES

- 41% more farms have telephones
- 17% more farms have electricity
- 23% more farms have automobiles
- 23% more farms have electric washers
- 133% more farms have electric water heaters
- 61% more farms have milking machines
- 13% more farms have grain combines
- 29% more farms have tractors
- 51% more farms have motor trucks

Source: 1950 Census of Agriculture



THE BILLION DOLLAR
FARM QUAD MARKET

Dealers and distributors prefer advertising support in their home-state Farm Quad magazines. They know that these publications—read and relied on by their farm customers—have the reach, the pull, and the local touch which gives advertising an impact that really means B-U-S-I-N-E-S-S.

ADVERTISING REPRESENTATIVES

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

FARM QUAD

PACIFIC NORTHWEST FARMERS WITH HIGH FARMER ADDED

3. The company does not finance any distributor. "Instead of providing any financial crutch," Folting explains, "we give our distributors all the sales help we can, not just in the beginning but throughout our relationship."

If a distributor qualifies on the main points essential to the company's concept of a good Shur-Rane distributor, he will be taken on, although he may be deficient in lesser requirements. Suppose, for example, that a distributor qualifies in all other major respects but is weak in his dealer organization. The company, for example, has taken on a distributor who entirely lacked a dealer organization, and then worked step by step with him to build one.

This all-important task—either of building up a dealer organization from scratch or strengthening one—calls for the same kind of aid that is given the distributor organizations. To effect it and to provide other assistance the company maintains a factory sales representative in each territory to serve as the right-hand man for the distributor. This representative works to make sales for the distributor, not for the factory.

One of the first functions of this factory representative is the training of distributor personnel. They are trained in the company's approach to the selling of sprinkler equipment; and re-trained in basic selling methods if necessary. They are given training in the agricultural side of the business so as to be able to talk to the farmer in his language and intelligently discuss the farmer's problems as they relate to irrigation.

Next, the representative gives whatever aid is needed in building or strengthening the dealer organization. Here, the company's policy comes into play again. The distributor is en-

couraged to find business houses rather than individuals to serve as contacts with the ultimate user. Folting explains: "We are a mature business organization whose objective is to develop our sales organization on solid ground."

"When a farmer buys a sprinkler system he buys it for life. He can look forward to a servicing contact over the next 40 years or more. He most likely hopes his contact will be with the same dealer who sold him the installation. And so do we. It is towards that we are building. We are not interested in having a distributor set up men for two or three sales, even though they may be very big ones."

Ideal Dealer

What the distributor is encouraged to look for, therefore, in setting up his dealerships, is a local dealer who is respected in his community for his other lines and services. Most often he will be in the farm implement field, or the leading pump dealer. To qualify, he will have the type of equipment for sale, the manpower, and the service reputation in his area to inspire confidence in the farmer and predispose him to seek or accept his counsel in making a major installation such as a sprinkler system.

If a distributor lacks that type of field representative, the Shur-Rane factory representative will canvass the field for the type of dealer described and persuade him to come into the distributor organization.

Distributors and dealers are provided with sales aids and the factory representative helps them to make the best use of them. These include point-of-purchase banners, cards, brochures, design manuals, signs, photo-

graphs. Assistance is given in setting up windows and inside displays of the sprinkler system fittings, couplings, valves, with illustrations of it in use and photographs of installations in operation.

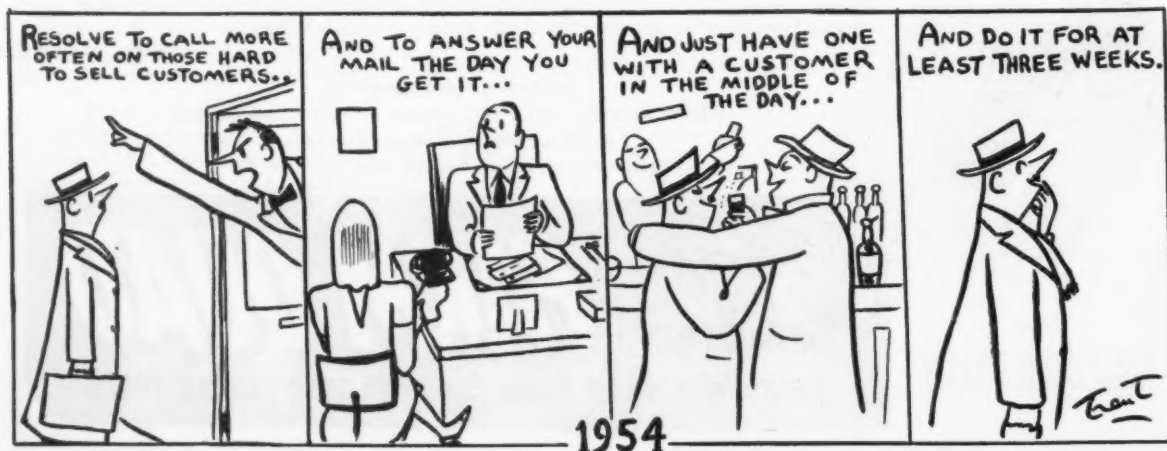
Advertising support is explained and aid given in making the most of it, including programs of direct mail follow-up by the dealer and by the Shur-Rane headquarters.

Distributors are encouraged and aided to follow market area maps as these are revised by market research groups for the sprinkler field so that they may place dealers in strategic locations. For example, business from eastern California flows into Los Angeles, not towards Bakersfield as some might expect.

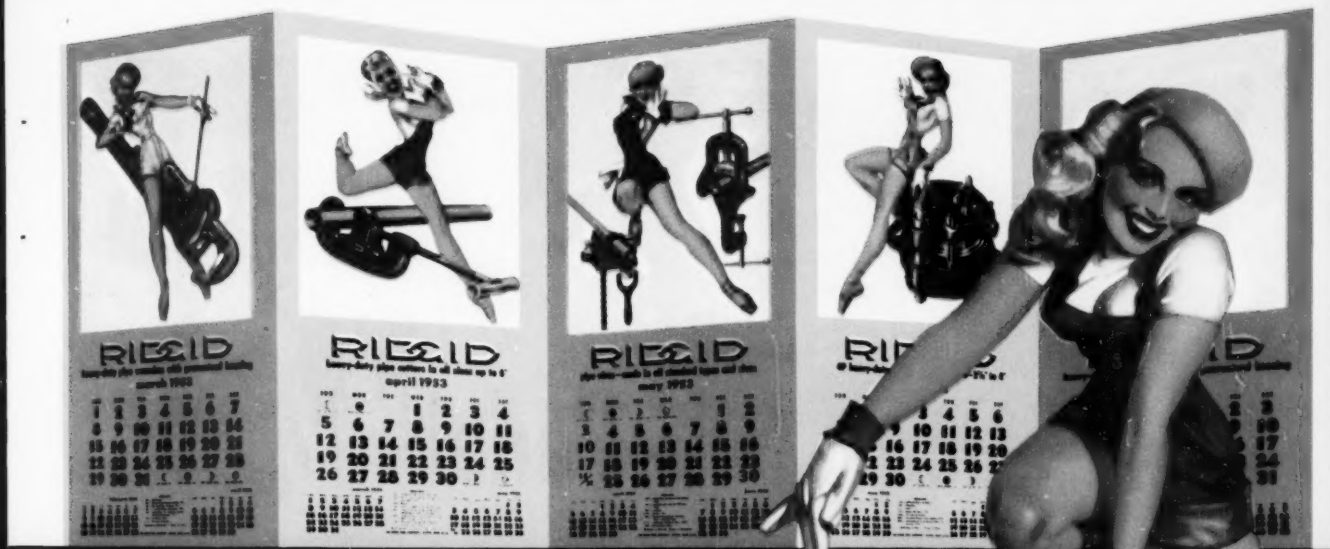
The company derives from this close relationship continuous information about local financial conditions, weather and other data which help it to estimate production needs and properly to inform foundry and factory of future requirements.

The distributor has the opportunity to seek counsel and aid when he needs it. For example: The Shur-Rane management finds itself interceding with local banks to encourage them to carry paper in connection with a specific deal; the distributor's key man resigns and the company has to jump into the breach with what assistance it can give; or, the company's own representative gets sick and temporary relief for the representative must be provided.

In short, Folting points out, "It is not simply a matter of maintaining 'a contact' in the mechanical sense. We sincerely try actively to aid our distributors every day of the year where they most need aid, to make ourselves a part of their organization and to let them know that they are a part of ours." **The End**



1954



LITHOGRAPHED BY



This insert lithographed by Milprint, Inc.

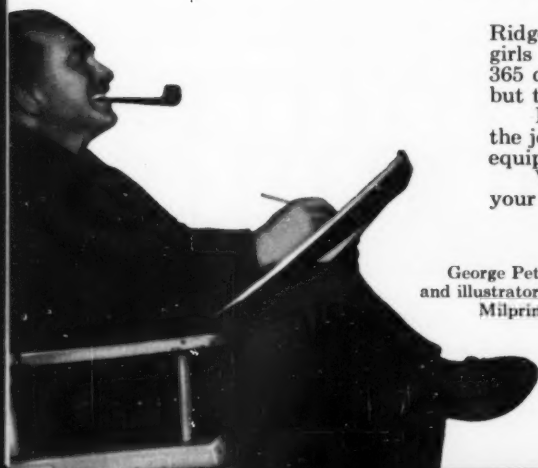
These Calendars **SELL ALL YEAR !**

Ridge Tool Company put together an unbeatable combination of quality products, girls by Petty and lithography by Milprint—in a calendar that works *and* sells 365 days a year! Not only do customers put it up, keep it up and look at it... but they send regular requests for extra copies!

Faithful reproduction of the Petty artwork comes from Milprint's control of the job from start to finish, from plate making to press run with the world's finest equipment and thoroughly experienced craftsmen.

Want your lithographed displays to get up, stay up and sell more? Then call your Milprint man—*first!*

George Petty, world-famous artist and illustrator, inspects and approves Milprint's reproductions of his Petty calendar girls.



Milprint INC
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING

General Offices, Milwaukee, Wisconsin. Sales Offices in Principal Cities

**TO SPEED YOUR SALES
OF
FOOD STORE PRODUCTS
IN
GREATER CLEVELAND**

A Food Store Panel



Conducted by

THE A. C. NIELSEN COMPANY

BIMONTHLY INVOICE and inventory audits will express total County activity on the commodity groups reported.

This continuing study is not a summary of many products, but a comprehensive report, from an adequate sample, of sales and sales influence details of a good variety of products. This penetrating expression of market activity will be of genuine value to all who sell through food stores, even though their product group may not now be among those reported.

There are many variables, by type of store and by economic area, which are common to the sale of almost all food store products.

One of the great values of these reports is that they will reveal share of sales, on selected product classes, by corporate chain vs. all other stores, and express sales by the two major economic areas of the County, which contain approximate halves of the County's families.

This supplies a directional influence to sales and advertising activity for all food store products.

And a few of the many other facts of common interest to be reported are: The relation of sales to distribution . . . Ratio of retailer stocks to sales, to express stock turn . . . Sales volume trends, in total and per store handling . . . Product type trends within commodity groups . . . Retailer co-operation in store displays, advertising and coupon redemption . . . Consumer sales influence created by special advertising promotions.

See and study these reports for their fullness of sales influence detail, and for the facts they will supply to aid your own planning of sales and advertising in the Greater Cleveland Market. They will be sent at your request.

THESE Commodity Groups WILL BE REPORTED:

CAKE MIXES*

White, Yellow
Angel Food, Devil's Food
Other than above**

FROZEN FOODS*

Fruits
Vegetables
Juices
Meat Pies

COFFEE*

Regular, Soluble

TEA**

Regular, Bags, Soluble

MARGARINE*

BUTTER**

PACKAGED POWDERED MILK*

LAUNDRY SOAPS*

Detergents
Soap Powder

DOG FOODS*

Dry Type
Canned Type

CAT FOODS**

Canned Type

*By selected brands and "all other".

**Reported by "all brands combined".

WRITE US if you want these reports
to come to you regularly

MARKET RESEARCH DEPARTMENT

CLEVELAND PLAIN DEALER

CRESMER & WOODWARD, INC.

New York • Chicago • Detroit • San Francisco • Los Angeles • Atlanta



LARGEST OUTDOOR POSTER IN WISCONSIN, this one, in Milwaukee, is 41 feet high, 112 feet wide, uses two miles of wiring. One of 50 bulletins located in high-traffic points in key cities, Corby's thinks so highly of them that "at times we have waited five years or more to get the spot we want."

Corby's "Number Two Punch": High-Spot Spectaculars

A big slice of Corby's advertising budget is earmarked for giant painted bulletins. Here's how the outdoor campaign fits into the company's overall media program. Number one punch, by the way, is newspaper advertising.

Corby's whiskey, introduced in the United States in 1941, is one of the five top sellers, nation-wide, and third highest seller in the 17 monopoly states where packaged liquors are merchandised through state stores or their equivalent. Starting from scratch only 14 years ago, this is considered an amazing achievement in

establishing the acceptance of a brand name.

Ask any executive of Jas. Barclay & Co., Limited, who is concerned with the sale or promotion of Corby's, how the job was done and he is likely to go into a discussion of the "One-Two Punch." This is what he will mean:

No. 1 Punch: Newspaper advertising consistently employed in key cities to reach a maximum cross section of users.

No. 2 Punch: Spectaculars, giant-size outdoor boards, consistently using bright painted colors plus neon lighting.

After that, national magazine and business paper advertising, and point-of-purchase promotion, constitute the follow-through.

**An interview with
CARL RENTSCHLER
Vice-President
Jas. Barclay & Co., Ltd.**

"We believe firmly in the great value of spectaculars," says Carl Rentschler, Vice-President. "So strong is this belief that we now have 50 giant spectaculars located in key spots in key cities all the way across the U.S. In placing our spectaculars, we think so highly of location that at times we have waited five years or more to get the spot we want."

"It is a must with us that each spectacular shall dominate. Each is repainted three times a year in strong, bright colors and liberal use of neon insures attention at night. We have used spectaculars every year since we brought the Corby name to the U.S. and we have increased our sales every year."

Corby's was a well-known whiskey in Canada long before it hit the U.S. market. Henry Corby, who owned a small grist mill on River Moira near Belleville, Ontario, distilled the first batch in 1859. Farmers bringing their grist to the mill were the first to sample it. At first they bought it in pails or buckets or other containers they brought with them.

Reasons for "Outdoor"

Soon the distilling end of the business overshadowed the mill and a bottling plant was built. Several years before his death in 1881, the elder Corby turned the management of his distillery over to his son, also named Henry. Under the younger Corby's management it expanded rapidly.

Each of these Corbys, in his time, was elected a member of Canada's Provincial Parliament and the younger Corby was appointed a Senator of the Dominion, an appointive position corresponding somewhat to membership in the British House of Lords. Corby's is now made in Peoria, Ill., by Jas. Barclay & Co., Ltd., an affiliate of Hiram Walker, American-owned.

Ever since its introduction as an American whiskey to the American market it has been the goal of the management to make it a national sales leader. Outdoor advertising, with stress put on spectaculars, is emphasized in its promotion for well-considered reasons:

1. Through *domination*, by location and brilliancy, spectaculars can herald the message that here is whiskey quality.
2. Through *flexibility*, permitting the product to be advertised apart

from other brands, maximum impressions can be made.

3. Because *individualistic*, they permit full use of distinctive features to set the brand apart.

4. *Large and colorful*, they give dominating trademark and product presentation. This latter point is especially useful to Corby's as it came on the American market as a relatively new brand.

In their basic design, all Corby spectaculars reflect three "musts" recognized as necessary in good outdoor copy: *simplicity, color and size*. Ideal outdoor advertising should be so brief in its message that a passing motorist can read it, get its meaning, and identify the product in no more than five seconds.

"In our spectaculars we do not try to tell the virtues of our product," says Rentschler. "We use newspapers and other media for that. Still we believe that a large slice of the more than \$1 million we invest annually in advertising can profitably be employed to spread the identification and prestige of Corby's through outstanding spectaculars."

Rentschler is enthusiastic about the "Corby Parrot." When Barclay acquired Corby's back in 1939, it took with the name a gaily colored parrot that long had been used to identify Corby's from one end of Canada to the other. This eye-catching bird moved in with the whiskey.

Much-Quoted Bird

Black, red, yellow and green, in neon gases, in paints and printer's inks, it dominates Corby's advertising wherever colors are or can be used. Bright parrots, in three dimensions, fashioned in tissue paper and cardboard, hang in bars. Thin rubber bands let them bob in the slightest breath of air or they may perch stationary.

These parrots range from a tiny one, a cut-out attached to a bottle, to 70 feet high or more, stout cut-outs, painted and neon, as found on the giant spectaculars. The granddaddy of Corby spectaculars is a huge 108-footer in Milwaukee.

This parrot, in Corby advertising, is a much-quoted bird. It is continuously calling, "Time to say Corby's," or just "Say Corby's." Millions of persons must read that simple admonition every day. Constant repetition is a great convincer.

Wherever you see a Corby giant spectacular you are likely to learn, if

you inquire, that it is there for a specific reason, which may be:

1. Corby's is in top position in the market where it appears and wants to stay there.

2. It supplements a strong advertising campaign in that city's newspapers.

3. The local newspapers in that city do not accept liquor advertising, as in Rochester, Minneapolis and some other cities.

4. The local newspapers are not relatively strong, in themselves, as an advertising medium.

5. Since it is a spectacular, the "board" works 18 hours a day.

6. Heavy traffic passes the location. (Count checks have been made.)

7. The location gives wide visibility—is a prime spot for its purpose.

8. Barclay believes that a greater number of lasting impressions can be bought for fewer dollars than through any other medium.

"It Takes Patience"

"It has taken patience," says Rentschler, "patience and cooperation with our advertising agency, Brooke, Smith, French and Dorrance, of Detroit; with Outdoor Advertising, Inc., and other outdoor advertising companies, to get the locations we so desire. We've surveyed, 'picked, selected and chosen' because the cost of a spectacular runs high and results must be proportionate to investment."

"Corby's spectacular at Biscayne and 79th, in Miami, is a landmark. Corby's 'wrap-around' display at Hennepin and Seventh, in Minneapolis, dominates the heart of the city. Corby's 108-foot giant on Wisconsin Avenue, in Milwaukee, looks out over the approaches to the new Milwaukee sports stadium, as well as over the city's main artery of travel."

"Others are spotted on the nation's busiest intersections: 69th and Market, in Philadelphia; Playhouse Square, in Cleveland; Gratiot and Warren, in Detroit, and at other similarly preferred locations in cities from Los Angeles to Worcester, Mass. Barclay expects to continue its outdoor advertising, concentrating on spectaculars, as it is confident that it has been an outstanding medium in making Corby's whiskey a top seller in only 14 years in competition with hundreds of other brands."

The End.

SALES MANAGEMENT

A New Advertising Record for the POST-DISPATCH . . .

 *More Than*

35,000,000

... lines of advertising in 1953.

As convincing proof of advertising productivity, it is worthy to mention that for fifty-three consecutive years the St. Louis Post-Dispatch has been first in advertising in St. Louis . . . and is the dominant sales influence in the great central Mississippi Valley.

ST. LOUIS POST-DISPATCH

Nearly 400,000 Circulation Daily . . . Over 400,000 Sunday

Solved: Fall Slump How: Baby Talk

Visking builds national consumer contest around baby picture, lifts skinless frank sales for meat packers.



KICK-OFF ADVERTISEMENTS teased consumers into writing "what-is-baby-saying" captions. With each entry, contestants included identifying label from skinless frankfurter package. Object of contest was to create all-year consumer interest.

An interview with **W. R. HEMRICH** Advertising Manager, The Visking Corp.

Seasonal slump each fall hits the sausage industry. Demand for cold meats—especially frankfurters—drops to a low for the year. Ball parks are closed, northern race tracks are padlocked—and the "red hot" marks time until the spring.

One major supplier to the meat industry did something about the situation last fall. The company not only held off a seasonal drop in business but increased volume substantially, thereby establishing a happy precedent with a large portion of its 2,000 meat packer customers. The Visking Corp., Chicago, manufacturer of cellulose sausage casings (and originator of the "skinless frank") invested \$7,000 in prizes in an easy-to-win consumer contest that boosted the sales curve of every packer who participated.

Visking had long used the famous "Bannister babies" in its advertising, both in merchandising and consumer publications, and it seemed natural to tie the babies in with a national contest. Advertising Manager W. R. Hemrich and his staff chose a "mug"

shot of an infant wearing a distressed look and little else, and invited the public to "make the baby talk" with a caption. The only requirement was that the contestant send with his entry a band or other label from skinless frankfurters.

Prizes were well chosen: a 1954 Chevrolet Bel Air for first; RCA 21" television, second; a home movie outfit, radio-phonograph, American-made watches, flash camera set and portable typewriter as additional prizes.

The Visking contest marked the first occasion when the Bannister babies had been used in such a manner, and the idea caught on immediately. Two facing advertisements appeared in the October 26 issue of *Life*, and announcements of the contest were run in November issues (on the stands in October) of the *Ladies Home Journal*, *McCall's*, *Family Circle*, *Woman's Day*, and *The American Weekly* for October 25. Advertising lineage on the contest totaled 85,000 lines including packer and retailer advertising, which ap-

peared between October 21 and November 31, and covered the 40 days of the competition.

Visking distributor salesmen had been prepared for the impact of the contest at three July sales meetings held in Boston, Dallas and Chicago. At these meetings, the men were given an explanation of the contest and were shown all printed material that was to be used—window streamers, counter cards, and mailing pieces to packers and retail stores. Each man was given a portfolio of the promotional material and was told that it was his responsibility to show it to his customers, not only to tie in with the contest but to secure future business.

Before the meat packers' salesmen were contacted, Visking had one major obstacle to overcome. Although the American Meat Institute does not actually say to its packer-members, "You can't use premium deals to sell meat," it does ask them to refrain from using them—but they can use such promotional methods to sell soap and canned meat products.

Visking executives took their contest plan to Wesley Hartenbergh, president of AMI, and said: "This program is not designed to benefit any one packer, but is for the benefit of

Win this beautiful CHEVROLET BEL AIR



Constance Hemrich, famous baby photographer, made this baby say: "OH, IT'S JUST SOMETHING I WHIPPED UP."



NOW YOU MAKE THIS BABY TALK!

Look at the expression of the baby on the right. Write what you think he's trying to say. Use the coupon on this page, an entry blank from the prize booklet described on the page opposite, or a plain sheet of paper not smaller than 3" by 5". Read the contest rules!

300 Prizes for Best baby picture captions

Here's a brand new kind of contest—one that will give you a new reason to serve Skinless Franks and to discover their goodness. IT'S EASY TO WIN. Here's all you have to do:

1. Buy your favorite brand of SKINLESS Franks.
2. Get party book containing entry blank at your meat market (or use coupon or plain sheet of paper). See opposite page.
3. Write your caption for the baby's picture.
4. Mail caption and label, band, wrapper, or other identification of your favorite brand of SKINLESS Franks to The Visking Corporation.

CONTEST CLOSES MIDNIGHT NOVEMBER 30, 1953

TOP PRIZE was new Chevrolet. Contestants bought no Visking product because company supplies sausage casings to 2,000 meat packers who dispose of casings before packaging. Nevertheless, contest increased prestige of Visking in opinion of customers and non-participating packers.

the whole industry." They came away with permission to attach contest folders to one-pound packages of skinless frankfurters, such as those found in super markets.

Visking salesmen were then invited to meat packers' sales meetings to explain the contest in detail. The companies' scattered salesmen received bulletins announcing the contest or were informed of it by their branch managers. Meat packers' sales managers "are not easily enthused," says Hemrich, "but they were very enthusiastic about the potentialities of this contest. When offered something interesting and challenging, they'll cooperate in every way."

All contest material was imprinted with Visking's packer-customer's name and sold to them at cost.

Impact on the public was all the more amazing because, as Hemrich phrases it, "They're buying something they couldn't see!"—the skinless skin of the frankfurters. These "weenies," incidentally, *once* had a skin made by Visking. Packers buy the casing in long tubes, and with machinery force the processed meat into the tubes and tie at specified lengths before smoking. When the links are cool, the casing is removed, leaving a tight but tender layer of "skinless skin" formed

by the frankfurters themselves. Therefore contest participants did not buy a Visking product.

The impact? More than 200,000 entries were received in 40 days ending November 30, with approximately 100 coming in every day until Christmas. Entries came from as far away as Panmunjon, Korea; Holland, Germany, England; from religious organizations, convents, sanitariums and even orphanages.

An Eager Buyer

One trusting gentleman sent Visking a signed, blank check along with his entry blank, explaining that he could not find "Visking frankfurters" in his town and would they please tear off a label, attach it to his entry, mail him the sausages and fill in the amount required? His check was mailed back to him with the patient explanation that he could buy skinless franks in his own stores under their own brand names.

"Unfortunately, some packers do not identify skinless weiners," Hemrich said, "a fact brought out by the many letters we received from people who said they'd visited 12 to 20 stores looking for 'Visking skinless

frankfurters.' At least, this was good word-of-mouth advertising for our company!"

Many contestants sent in their favorite weiner recipes, and a large volume of letters extolled the virtues of favorite brands. One woman wrote a three-page letter praising "Visking weiners," reporting that her children "love Viskings."

Skinless frankfurter promotions by Visking were not strange to the eating public, a fact that might have contributed to the success of the "Baby Talk" contest. The company's original promotion was programmed at Halloween time in 1940, when it launched the "Weenie Witch" campaign in a heavy advertising schedule aimed at increasing the product's use at parties. This was markedly successful and greater plans for the frankfurter's place at Halloween parties were made for the following year—until somebody consulted a calendar and discovered that Halloween of 1941 was to fall on a meatless Friday. And the fall of 1942 saw us in another world war, with the greater share of the weiners going to the armed forces.

The "Weenie Witch" promotion in the fall of 1946 was successful. This time, Visking tied up with a



Got a moving problem?

Hesitation —

can be very costly! Call the *right* company — AMERICAN RED BALL moving specialists! Home, office service is *complete*, yet cost is **LOWER THAN MOST!** Consult yellow pages of your 'phone directory for nearest AMERICAN RED BALL agent! **FREE PERSONALIZED ESTIMATE!**

Rely on AMERICAN RED BALL

TRANSIT COMPANY INC.

PIONEER NATION-WIDE MOVERS



WHAT IS A...

The average member of "The Representatives" has been selling electronic products and components to jobbers and manufacturers for 10.15* years. He is a member of the association formed to promote better internal relations in the industry between the manufacturer and his customers and through the years has bent all efforts to maintaining this spirit of sincere cooperation, and a high code of ethical selling. Since the early beginnings of the electronics industry, "The Representatives," by building up channels of distribution have been a large factor in the growth of the industry. Each member of "The Representatives" has been approved by a jury of his peers as a salesman dedicated to upholding both the standards and the expansion of your market.

*25% of all members of "The Representatives" have been selling in the industry for over 20 years.

Call on The Representatives for assistance in activating your sales program.

National Headquarters Office

"THE REPRESENTATIVES"
of Electronic Products Manufacturers, Inc.
400 S. Michigan Avenue, Chicago 5, Illinois
HARRISON 7-2402

Halloween party book that contained cut-outs, masks, games and recipes. After 1952, this campaign began to lag a bit and, according to Hemrich, it needed a hypodermic to stimulate it. "Much depends on the packers' salesmen — without their cooperation any campaign will sag badly. The 'Baby Talk' contest was the answer."

There was excellent reaction from packer salesmen, and their reports to home companies showed substantial increases in the sale of skinless frankfurters.

How did their bosses, the packers themselves, regard the contest? One of the nation's largest packers, located in New York, wrote Visking: "Business in this product increased 10% over the same period last year, and since we are one of the larger firms, that means a lot of franks sold."

An Oklahoma packer: "We went on TV with the contest promotion and enjoyed a substantial increase in sales."

A packer in St. Joseph, Mo.: "We received many enthusiastic comments, and tied in the contest with our television program. Skinless frank sales took a nice rise."

More Customer Reports

Another Oklahoma packer warmed the hearts of the people at Visking with this comment: "Let me take this opportunity to express our sincere appreciation at having been a part of such a fine promotion."

Report from Georgia: "There was such a demand for our skinless frankfurters that we had to send in a rush order for NoJax casings."

A top packer in the East capped the happy climax for Visking with: "Our customers were enthusiastic about this opportunity, afforded to them in a slack season. In the future, we are giving Visking our complete business for sausage casings."

Hemrich believes that the "Baby Talk" contest brought in results worth tenfold the investment in prizes and other contest costs. The promotion had three major results:

1. It made the public realize that skinless frankfurters are not a seasonal item, but a meat product that is acceptable all year.

2. It increased not only sales of skinless franks but the prestige of The Visking Corp.

3. It caused non-participating packer-customers to express eagerness to "get in the act" the next time Visking sponsors a promotion to benefit the industry.

The End

"WHO CARES WHAT GOES ON IN MOSCOW?"



Fifty-six years ago, when the Chicago Daily News became the first American newspaper to found its own worldwide news-gathering organiza-

tion, some people said:

"All that expense—what a waste! Who cares, here in Chicago, what goes on in London, Berlin or Moscow? We have our own life, our own interests. Why bother about what other nations do, or plan to do?"

Many expressed the same sentiment after World War I.

"We are sick of crazy Europe," they said. "We never want to hear of it again."

And when a reporter asked why the Carnegie Endowment for International Peace had not come out in favor of the League of Nations, Elihu Root, an officer of the Endowment, removed his cigar and said:

"The American public is neither intellectually nor morally ready for international co-operation."

Some newspapers almost ceased to publish foreign dispatches. Elaborate services improvised during the war were dissolved. But the Chicago Daily News decided not to restrict but rather to expand its foreign service.

Came the crimson chaos of World War II, the awe of the atom, the jet bomber's annihilation of time and space.

And what then? Has the thinking of the American public changed since the era of Elihu Root?

Certainly, fewer people are saying: "Who cares what goes on in Moscow?" And more and more people are realizing that what happens in Germany, India, Asia, Russia, or in a hundred other far away lands may affect their



lives much more than something that happens next door.

Helping measurably to bring about this awakened awareness has been the superb performance — past and present—of the Chicago Daily News foreign service.

Founded by Victor F. Lawson . . . furthered by Walter Strong and Frank Knox . . . this illustrious foreign service has attained its greatest acceptance by American readers under the direction of John S. Knight.

Never before have so many American newspapers turned to it . . . or so many Americans followed it . . . as today. Indeed, right now with some 25,000,000 readers it is more widely read by Americans than any other newspaper foreign service.

* * *

*How a Great
Home Newspaper
Serves*

*Broadly beneficial service to the community and the nation such as this is another reason why more and more advertisers, as well as readers, are turning to the Chicago Daily News. In 1953, the News carried 3,603,711 lines of general advertising, more than was carried by any other evening newspaper in the nation. *Liquor lineage omitted.*

CHICAGO DAILY NEWS

Chicago's HOME Newspaper

DAILY NEWS PLAZA, Chicago 6, Illinois

• NEW YORK OFFICE:
9 Rockefeller Plaza

• MIAMI OFFICE:
615 Langford Bldg.,
121 S. E. First St.

• DETROIT OFFICE:
Free Press Building

• SAN FRANCISCO OFFICE:
Story, Brooks & Finley,
703 Market Street

• LOS ANGELES OFFICE:
Story, Brooks & Finley,
1651 Cosmo Street

• MEXICO CITY OFFICE:
G. Enriquez Simani,
Calle Del Ejido No. 19

How Adept Are You in Spotting 5 Traits in Young Potential Managers?

Your successor is ready to work his way up the management ladder. But will he go unrecognized until someone else picks him off? So look now, while you still have time.

**BY J. O. VANCE • Los Angeles Office
McKinsey & Company, Management Consultants**

The deciding factor in a company's desire to expand into new markets or new lines, or its ability to maintain a normal growth, often is the organization's reserve of promotable sales talent.

Most managements recognize the benefits of promotion from within. They also recognize that salesmen's volume performance alone is not the best indication of internal potential management talent. It is our experience that promotable candidates rate high in these areas:

Interest in Management

All salesmen at one time or another probably aspire to management positions. To some men this ambition is born of the lone desire for increased personal stature. To other salesmen promotional opportunities mean an opportunity to develop management techniques and assist in formulating company growth patterns. The latter are usually recognizable through their interest in management techniques. These salesmen realize that they must equip themselves with knowledge to assume increased responsibilities.

A salesman actively working toward a management position will respond to discussions of management techniques in several ways. He is often interested in the "why" of management decisions, and frequently checks his own logic to see if he would have arrived at the same decision. He likes to know the work and techniques behind sales forecasts, quotas, territory definitions, incentive compensation, and sales training.

Secondly, he may evidence interest in management techniques through trial application of them in his own territory. An excellent example of this was exhibited several years ago by a salesman for a national distributor of food products. This particular salesman planned his territorial

operations as if it were a sales district. Sales effort was allocated by customer groups and by areas. Customer potentials were classified by product lines and careful records were kept relating sales expense to volume. Records of competitive activity were maintained and estimates of the company's share of the market by product line were easily prepared. Today

Rise of the Machine

"In Pittsburgh . . . a Rowe machine was built right into the store front of a Mayflower Doughnut Shop and dispenses packaged doughnuts available to purchasers on the sidewalk at any hour of the day or night. The same principle can be applied to many other products and types of stores. We look forward, for example, to development of revolving store fronts which at night will become batteries of vending machines, selling 'emergency' items. All these developments constitute just a glimpse of things to come in automatic merchandising." **Robert J. Greene**, president, The Rowe Corp. on the occasion of the twenty-fifth anniversary of his company. Rowe sold \$1½-billion worth of its machines last year.

this man is a successful sales supervisor. Acceptance of management responsibility was easy because of his previous study and use of management techniques.

Business Judgment

Sound judgment is one of the primary attributes of successful manage-

ment. A candidate must demonstrate the intelligence and judgment to formulate correct decisions. Salesmen differ less in degree of intelligence and quality of judgment than in their willingness to use it. Employment testing procedures usually will ensure that members of the sales team have adequate basic intelligence.

Intelligence and judgment in sales situations is highly dependent on getting all the facts. A decision may be reasonable in view of the facts at hand, only to be shown false in the light of further knowledge.

A promising promotion candidate demonstrates a tendency to get needed facts and to formulate rational rather than emotional or intuitive decisions. This type of salesman usually handles many of the routine problems of delivery, changed specifications, and credit that other men take to the manager. His decisions are soon respected by other men and you will find them "checking to see what Jim did," and using his decisions as precedents.

The salesman with the ability to collect and analyze facts in reaching decisions will probably not be accused of being unable to make up his mind. While his decisions are not "snap" judgments, he understands that judgment is a process of selection—that at a certain point a choice is necessary to reach a conclusion.

Since judgment grows through practice, the salesman who demonstrates ability early will continue to improve through experience.

Healthy Ambition

The salesmen who seek management responsibility must be ambitious, in a way that promotes both personal progress and long-range company interests. The promotion candidate with this healthy ambition wants executive responsibilities for deeper reasons than increased income and prestige.

He has in addition a genuine interest in making a real contribution to his company and to the business community. His ambitions are not limited to himself, nor will they hurt his fellow salesmen; rather, they include his whole organization.

Salesmen with this outlook participate readily in discussions on com-



Dudley J. Scholten, Vice President of Argus Cameras, explains why:

He doesn't believe in negatives!

When dealers phone for more stock fast—because customers want Argus cameras *now*—Dudley Scholten doesn't believe in negatives. He won't say "No." He uses Air Express.

"Last December 23, for example," he will tell you, "a large Indianapolis camera shop ran out of Model 75's, called us in Ann Arbor headquarters.

"We got together half a gross by noon of December 24 and let Air Express take over from there. That night, the dealer phoned again to say 'Thanks.' The Air Express delivery had arrived early in the afternoon—and by closing time he had sold out the whole order!"

"There's no doubt that the astounding growth of Argus owes much to this policy of reliable, fast distribution. Argus sales rose from a net of some 5-million dollars at the end of 1950 to about 19-million in 1953.

"We ship by Air Express to our outlets all over the country in weights from 4 to 30 pounds, often as much as 120 pounds. Air Express always comes through for us, and we have found that most of our shipments cost us less than with any other air service."

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

pany growth, new products, intensified coverage, new markets, etc. These men's personal and company growth ambitions are the realistic goals that should be those of any management group.

Planning and Organizing Ability

It is often said that the most precious commodity to any salesman is time. The salesman who should be considered for promotion quickly learn to plan and organize their activities to make the most efficient use of every minute.

A salesman for a national manu-

facturer of industrial valves stands out particularly in memory for his well-planned and organized use of time. This salesman's territorial routing was excellent. His work objectives and calls were planned a week in advance. When service or special calls interrupted this schedule, adjustments were made without lost motion. Time was allocated to customer groups in accordance with their potential or as competitive activity demanded. The time spent in the sales office was reduced to a minimum. Work done on preparation of bids and sales correspondence was

handled with the office by telephone calls whenever possible.

This salesman had learned the art of evaluating and ranking the functions of his job and organizing his activities to accomplish these duties. This work pattern, coupled with the ability to be forward-looking in his planning and organizing of activities, was responsible for his subsequent promotion to regional manager of his company.

Ability to Work Through People

The ease with which any executive works through people contributes substantially to his eventual success. Because of the independent nature of most salesmen's work, however, this is a difficult early characteristic to evaluate. Salesmen who are successful in gaining customer cooperation in selling situations usually rate high in this attribute. It is possible to note how a salesman works through customers in gaining shelf space, obtaining displays and influencing engineering specifications.

It is also important to observe the salesman's work through home office personnel. In industrial selling it is especially necessary for a salesman to obtain technical and delivery information and to work with home office engineering groups. Some men achieve considerable success over others in channeling their requests through the organization and in maintaining cooperative relationships.

Finally, the degree to which a salesman is interested in helping other personnel grow is a good indication of his ability to work through people. The best promotion candidates always seem to be willing to take time to assist a junior salesman on work with new clerical people in interpreting price bulletins or specification changes.

These five early characteristics of promotion candidates are naturally seldom found in any single salesman. In the practical sense it is necessary to recognize the greatest combination of any of these attributes in the embryo stage and assist the individual in further development. This constitutes a difficult training job that cannot be accomplished through a series of training meetings alone. Rather, it requires that management spend time in the field with the salesman to observe, analyze, and coach his work on the job.

The stability of our economy depends greatly upon our ability to sell our production capacity. This places a heavy responsibility on industry to select and train capable potential candidates for sales management.

The End

"Lost Sale" Quiz #19



FAST-TALKING FRED

the High-Pressure Hawk . . . tries to coerce his prospects into buying with veiled threats of shortages, price rise and competition

he lost the sale because . . .

- (a) . . . his prospect revied and cancelled the order.
- (b) . . . his order couldn't be filled at the plant.
- (c) . . . his company didn't approve hypnosis: single whammy and forged signatures.

(a) A star salesman offers his prospect better service, higher quality and special features as reasons for buying. He understands the benefits of his proposition so well that he prides himself on winning orders on merit.

© 1953 William G. Damroth & Co.

The Original TABLET ARM CHAIR THAT FOLDS

IMITATED BUT UNEQUALED

• Only *Clarin* chairs can be used equally well for ordinary seating . . . with the arm folded down at the side.

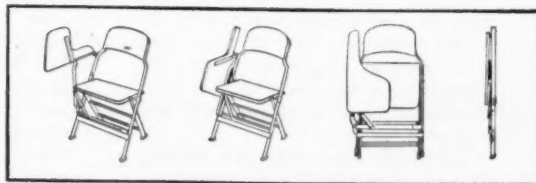
• Only *Clarin* chairs let you lift the arm out of the way as you sit down or stand up.

• Only *Clarin* chairs are engineered and built to Clarin standards of strength and quality.

Write for full information:
Clarin Mfg. Co., Dept. 57,
4640 W. Harrison St.
Chicago 44, Illinois



FOLDS FLAT IN 3 EASY STEPS



Foam rubber cushioning a CLARIN PLUS feature.

Clarin

There is a Clarin Steel Folding Chair for every age from nursery school to adult—and for every need—the only complete line made. Write for Free Illustrated Catalog.

ENGINEERED QUALITY MAKES THE BIG DIFFERENCE IN FOLDING CHAIRS

How Plans Work

Plan A: User can purchase at end of third year at 45% (or less in succeeding years) of worth when leased.

Plan B: User can purchase at end of second year at 60% of worth when leased.

Plan C: User can purchase at end of first year at 80% of worth when leased.

Years	Plan A		Plan B		Plan C	
	Rental Per Cent	Purchase Per Cent	Rental Per Cent	Purchase Per Cent	Rental Per Cent	Purchase Per Cent
1	25%		30%		35%	80%
2	25%		25%	60%	25%	60%
3	25%	45%	20%	45%	15%	45%
4	10%	40%	10%	40%	10%	40%
5	10%	35%	10%	35%	10%	35%
6	10%	30%	10%	30%	10%	30%
7	10%	25%	10%	25%	10%	25%

Why Kearney & Trecker Bets on New Tool-Lease Plan

It offers prospects a third method of financing heavy equipment, frees working capital, and enables manufacturers to invest more money in their merchandising.

Kearney & Trecker Corp., Milwaukee, has just announced a new tool-lease program. The general sales plan is similar to the one used successfully for years by railroad equipment makers, and more recently in large real estate transactions.

Now a prospect for any one of Kearney & Trecker's full line of standard machine tools has the option of buying on (1) what is basically a seven-year lease, (2) the installment plan, and (3) for cash.

The tool-lease plan, tested since 1949, will, points out Francis J. Kearney, president, "allow a manufacturer to expand his merchandising operations, and use his working capital for inventory, receivables and other equipment."

Other advantages: A manufacturer who can maintain a debt-free status can operate his business without restrictions ordinarily demanded by creditors and he can avoid a limit

on future borrowing capacity.

President Trecker stresses that the tool-lease program assures a manufacturer services of a machine tool as long as needed without the necessity of committing himself for the life of the machine. Inasmuch as tools are sold on a basis of return of the investment through cost savings, the manufacturer should be able to carry the lease charges handily.

Kearney & Trecker's tool-lease plan also offers a manufacturer additional flexibility. Now he need keep a tool only as long as his production requires it. If he needs another kind of machine tool, he can lease it and return the other.

Tool-lease also serves as a demonstrator-on-the-job. Users can see how the machine performs on their own work.

The tool-lease program is not a tax dodge. "We do not wish to go into all the ramifications," says R. A.

Perkins, controller, "but merely to emphasize that our company does not intend to sponsor a tax evasion device whereby a conditional sales agreement may be a lease, or whereby a shift or deferment of tax liability not now contemplated by the revenue regulations would be achieved. We have in good faith and intent endeavored to set up a true lease contract."

What are the advantages to K&T?

"If there is any need for our product," declares Raymond L. Bischoff, secretary and treasurer, "one of the three methods of acquisition should certainly prove advantageous to our customers. Another advantage to our company is that this type of contract places the control of the equipment entirely in our hands at the time of the expiration of the lease. We and we alone decide whether it is to our advantage to sell the used equipment 'as is,' rebuild it, or hold for a more advantageous market."

Tool-leasing will supplement but in no sense attempt to replace K&T's traditional marketing policies. "First and foremost," says President Trecker, "we will continue to sell as many of our machines as possible. But where conditions are such that leasing is the answer to putting our machines to work, we will be in the advantageous position of offering a well conceived program."

The K & T program will be advertised in metalworking publications and in financial and business publications, the latter still to be selected. Newspaper advertisements, cooperatively sponsored by dealers, will be published.

The End

Announcing...

A NEW CHICAGO OFFICE
for
BOOTH MICHIGAN NEWSPAPERS

*We are pleased to announce the
opening of our new Chicago office
under the direction of*

SHELDON B. NEWMAN

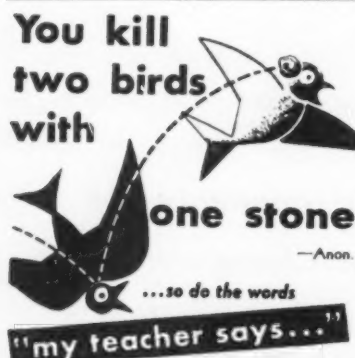
LOCATED AT...

435 N. Michigan Ave., Chicago 11, Illinois
phone, Superior 7-4680

How to Improve Marketing Efficiency: Analysis of catalog procedure made by Sweet's Catalog Service, Division of F. W. Dodge Corp. It outlines the ways in which a catalog can achieve a manufacturer's objective — whether it be for more orders, or lower costs per order, or both. It tells how to establish benchmarks for measuring the efficacy of a current and future catalog program in a co-ordinated marketing plan; how to create selling opportunities by meeting the needs of buyers who are faced with the problems of determining what to buy, when to buy and from whom to buy; how buyers use catalogs; how to co-ordinate a catalog with advertising and selling; how to meet sellers' catalog needs. In addition there is information about catalog design, production, coverage and accessibility. Write to Garwood R. Wolff, Sweet's Catalog Service, 119 W. 40th St., New York, N.Y.

This description of the free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure", appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.

Sweet's Catalog Service



There are 30 million school kids in America, all inclined to carry back to 10 million homes, impressions and reports of what "teacher says." Teachers, on the other hand, are constantly fortifying their varied and extensive knowledge by reading their own state teachers magazine.

That's why, like a well-aimed stone, your advertising message in State Teachers Magazines can extend its influence from teacher to pupil to home.

You can use all 44 state teachers magazines and reach over 900,000 subscribers—or select your best circulation by using only those reaching the areas you require. For full information, write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Ill.

State TEACHERS Magazines

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

The South's Industrial Potential:

Special study made by *Iron Age* to find the answers to such questions as: How deep are the roots of the southern boom? How far along is industrial development of the South? How far has the South's research progressed? What about the South's labor? Will the South be booming in 1963? Some of the answers: Industry is crowding agriculture for the top spot in the South's economy. It has the markets, the labor, the power to support even more intense industrialization. Interest in industrial and scientific research is rapidly mounting. More than 3,000 multi-million-dollar manufacturing plants will be built in the South during the next 10 years, estimates Southern Association of Science & Industry. Metalworking will have an important share in this expansion. Metalworkers will spend \$200 million on expansion in the next five years, and 27% of the firms surveyed will bring out new products. The South will need 10,000 more scientists; 1,000 research laboratories will be built; 200 large plants will be built to manufacture products not yet developed. Increased industrialization is main reason for South's growing car market. Per capita income of the South will match the U.S. average in 10 years. Appliance business has doubled during the last 13 years; the conservative view is that southern utilities will expand 50% by 1963. Included is a directory of metalworking plants. Write to George T. Hook, Publisher, *Iron Age*, 100 E. 42nd St., New York 17, N.Y.

Sales Meetings and Conventions

in Louisville: Blueprints and descriptions showing how The Kentucky Hotel specializes in taking care of various types of gatherings—large meetings accommodating as many as 1,500 people or as few as 15. Included are blueprints of nine distinctive rooms, or a combination of several, that are available for any requirement: Among them: The Mirror Room (3,450 sq. ft.) on the first floor, permitting easy unloading of bulky display material and heavy equipment; Terrace Room (5,400 sq. ft.), decorated like an exclusive night club, with stage equipped with movie

screen, theatrical lighting facilities and projection booth, dressing rooms and service kitchens; Exhibition and Convention Hall, including the Flag Room, the largest in Louisville and one of the largest in the South; The Mezzanine with separate rooms, dining room and a large area for display and exhibit purposes and for use as a supplement to smaller parlors and meeting rooms; The Ship Room for luncheons or dinners. Write to Harold Harter, Managing Director, The Kentucky Hotel, Louisville, Ky.

The Spokane Market:

Data compiled by *The Spokesman-Review* and *Spokane Daily Chronicle*. It's a market which has had a population growth from 1930 to 1950 of more than double the U.S. rate of growth—over a million people with an annual net buying income of over \$1½ billion, with retail sales over \$1 billion annually. Population is composed of Metropolitan (Spokane) 16.68%; Urban (excluding Spokane) 34.44%; Rural Non-Farm 30.81%; Rural Farm 18.07%. It surpasses 14 states in total retail sales; 13 states in total food sales; 14 states in total general merchandise sales; 13 states in total furniture-household-radio sales; 15 states in total automotive sales; 14 states in total drug sales; 25 states in total gross farm income; 43 states in gross farm income per family; 35 states in automotive sales per family; 33 states in drug sales per family. Write V. H. Davey, Manager, Promotion and Research Department, *The Spokesman-Review* and *Spokane Daily Chronicle*, Spokane, Wash.

The Gas Heating Market:

A study of a \$700 million market made by *Gas Heat* magazine. It includes curves showing sales of gas and water heating equipment by years since 1941 and maps showing the flow of natural gas from fields to markets, plus storage areas and total gas heating installations by states. One section is given over to details on all gas heating sales data for 1952, by product, including price information and field trends. Write to A. G. Winkler, Advertising Manager, *Gas Heat*, 2 W. 45th St., New York 36, N. Y.

THE *ONLY* SUNDAY SUPPLEMENT IN THIS MARKET OF 1½ MILLION!



More than
265,000
Every Sunday
Largest Sunday Circulation
in the Southwest!

LOCALLY EDITED! LOCALLY PRINTED!

*More than a dozen features every
Sunday of Top LOCAL Interest!*

- Local Theatre and Entertainment News
- Local Garden Club News
- Local Dog Feature
- Local Art Feature
- Local Book Reviews
- Local Bird Feature
- Local Food Feature
- "Do It Yourself" Features
- Local Music News
- Stamp Collectors' Column
- Radio and TV News
- Travel News and Features
- Exclusive Fashion Feature
by Alice Hughes
- —and other regular features.

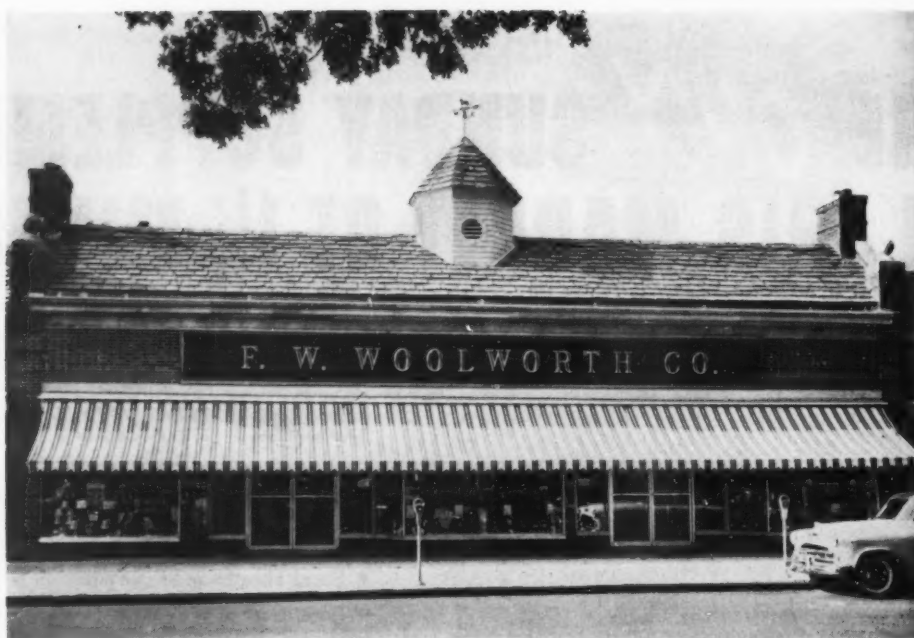
★ Growing Market Where Advertising Pays Dividends

DURING and since the war, Oklahoma has shared in the great industrial growth of the South and Southwest. The Oklahoman and Times have been a part of this growth. They've promoted it. They've kept pace with it. The Daily Oklahoman with its locally edited, locally printed Sunday Magazine reaches more families than any other Sunday newspaper in the Southwest.

And remember, no "national" Sunday supplement covers so much as 2 percent of this market. Today, if you want to introduce a new product in this market, or promote an old one, they're still the mediums that reach more people, day in and day out, than any other medium. They're the big, growing mediums you need in this big, growing market.



Owned and Operated by
THE OKLAHOMA PUBLISHING CO.
The Former-Stockman • WKY Radio • WKY-TV
Represented by
THE KATZ AGENCY



F. W. WOOLWORTH operates 1,960 stores. Sales average \$363,572 per store per year. The company's sales rose from \$335 million in 1940 to \$712 million in 1952.

Let's Take a Fresh Look At Today's Variety Store Market

Eleven of the largest chains now represent an over-two-billion-dollar market. Volume per unit is big. Lines have widened. Price ranges reach into higher quality merchandise. And attitudes toward national brands have changed.

BY JAMES C. CUMMING
Vice-President, *Anderson & Cairns, Inc.*

You may be going back to old-fashioned selling this year, but chances are you should *not* go back to old-fashioned distribution. The picture has changed a lot since the last time you had to push your salesmen for more sales—and we're not talking about the increase in super markets. If yours is a product that has traditionally sold through department stores, super-market distribution is still a highly experimental state, and may already have proved impractical for you.

What we're talking about is the

development of the old-time "5 and 10" during the past 10 years. While you've been more concerned with production than with sales, the variety store has developed into a full-fledged shopping center for popular-price goods.

Look at the way the variety chains have grown:

F. W. Woolworth has increased its sales from \$335,474,820 in 1940 to \$712,600,880 in 1952, the most recent year for which complete figures are available.

S. S. Kresge volume has gone from \$158,678,509 in 1940 to \$324,173,813 in 1952.

W. T. Grant's sales were \$111,774,965 in 1940 and \$281,708,699 in 1952.

G. C. Murphy shows an increase in volume from \$43,365,581 in 1940 to \$184,065,449 in 1952.

S. H. Kress increased its sales from \$88,299,961 in 1940 to \$176,241,576 in 1952.

J. J. Newberry showed a total volume of \$55,879,580 in 1940 against \$166,264,827 in 1952.

McCrary Stores jumped their 1940 sales of \$46,207,993 to \$107,027,898 in 1952.

H. L. Green with a volume of \$56,489,303 in 1940 pushed up to \$106,740,934 in 1952.

McLellan Stores did \$24,030,780 in 1940 and \$63,830,513 in 1952.

SALES MANAGEMENT

ONE-A-DAY CLUB

Formed by Washington Times-Herald

During 1953 the 19 Times-Herald *retail advertising* salesmen and their manager set an outstanding sales record and thereby became charter members in the exclusive new "One-a-day" Club formed on January 1, 1954. Each man was awarded a handsome wrist watch in recognition of this achievement. More than 260 new* retail accounts were signed by these men in 1953—an average of one a day for every working day thruout the entire year.

**A new retail account is one that either has never used the Times-Herald or has not used it within one year preceding the date of signing an advertising contract.*

Hundreds of Thousands of Lines of New Retail Business

These new advertisers (classification list on request) committed themselves to the use of hundreds of thousands of lines—all *new* business over and above the many millions of lines of advertising regularly appearing in the Times-Herald.

These startling results in the second year of the new Times-Herald since it was completely changed and modernized under the ownership of the world's

greatest newspaper, the Chicago Tribune, have two definite causes.

In the first place, the people of Washington have found this *new* paper is to their liking and this reader interest is naturally interpreted in their response to the promotions of the *new* and *old* advertisers alike.

In the second place the *new* Times-Herald is bought and read by more families daily and Sunday than any other Washington newspaper. According to the circulation statements, just released, for the six months ending September 30, 1953, the daily circulation of each Washington newspaper is:

Daily Circulation

Times-Herald	253,532
Star	234,660
Post	201,645
News	138,778

Because of this preference by the people, the Times-Herald continues to be the first newspaper in Washington according to them, and continues to be the largest available market for goods and services of all kinds.



FIRST IN WASHINGTON...ACCORDING TO THE PEOPLE

WASHINGTON, D. C.

National Representative: Geo. A. McDevitt Co.



One newspaper is all you need. The evening and Sunday Beacon Journal opens the door to Akron's 530,943 — trading area population. At 35c a line, the Beacon Journal is one of the greatest newspaper buys in the middle west.

STORY, BROOKS & FINLEY, REPRESENTATIVES

Akron Beacon Journal

EVENING AND SUNDAY

JOHN S. KNIGHT, PUBLISHER

Neisner Brothers increased sales from \$22,492,307 in 1940 to \$62,492,197 in 1952.

Scott-Burr's 1940 sales of \$8,711,253 quadrupled to \$37,190,034 in 1952.

Rose's sales were \$6,270,253 in 1940; \$22,438,713 in 1952.

Obviously some of the increased sales recorded here can be accounted for by simple inflation, but that explanation is good for only a small part of the total. And another point to notice carefully is that in addition to the larger sales for the entire chains, the sales of the individual units are bigger. Woolworth sales *per unit* have increased 113%, Newberry 193%, Grant 146%, McLellan 153%, Kresge 110%, Neisner 149%.

They are bigger, too, when you compare the variety store units with other "local" competing stores. The 1948 census of business shows that the average variety store did \$124,000 per year, compared with \$95,000 for dry goods and general merchandise store classification, \$72,000 for the average hardware store, \$72,000 for drug stores and \$66,000 for grocery stores.

Taking a different set of figures, 1952 sales in the 13 leading variety chains averaged \$410,530 per store. (The reason this is so much larger than the Department of Commerce figure is that the Census of Business must dip far down into the smallest chains for its data, including thousands of low-volume individual stores.) Here are the details behind the 13-chain figure:

Kress operates 260 stores for an average per store of \$677,852.

Murphy operates 295 stores for an average per store of \$623,951.

Grant operates 495 stores for an average per store of \$569,108.

McCromy operates 211 stores for an average per store of \$507,241.

Neisner operates 127 stores for an average per store of \$502,602.

Green operates 225 stores for an average per store of \$474,404.

Kresge operates 691 stores for an average per store of \$469,137.

Woolworth operates 1,960 stores for an average per store of \$363,572.

Newberry operates 478 stores for an average per store of \$347,834.

McLellan operates 233 stores for an average per store of \$268,207.

Scott-Burr operates 158 stores for an average per store of \$235,380.

Rose's operates 135 stores for an average per store of \$166,213.

Sprouse-Reitz operates 254 stores for an average per store of \$87,416.

Or you can look at the figures this way:

In 1952 the 11 largest variety chains did	\$2,132,903,000
1,929 sectional variety chains did ...	588,060,000
11,403 independent variety stores did ...	329,751,000

So the 1952 total was \$3,050,714,000

But all these changes in the size of the market are not the only changes in the variety stores that should interest you. There is also a tremendous difference in the attitude of these stores toward many products. No longer do they have arbitrary price ceilings that keep them in the "5c and 10c" or even in the "5c—



Duchess

A NATIONALLY KNOWN
NAME IN DOLL PREMIUMS

- ★ Quality
- ★ Price
- ★ Service

#715
MARTHA WASHINGTON
A Perennial Favorite

Let us help you solve your Premium Problems

For many years Duchess Doll Corp. has been a leader in supplying the finest of dolls to Nationally known manufacturers for use in their Premium Promotions.

Our customers have had a continuous success in the use of Duchess Dolls as Premiums. **And so will you! If you avail yourself**

of our facilities and know-how, in the solving of your Premium problems.

For a successful doll premium you have with us a choice of over 50 different "Dolls of all Nations", or if you so desire, we will create a doll for your exclusive use and also design a package to match.

SEND FOR OUR CATALOG TODAY

Duchess Doll Corp.

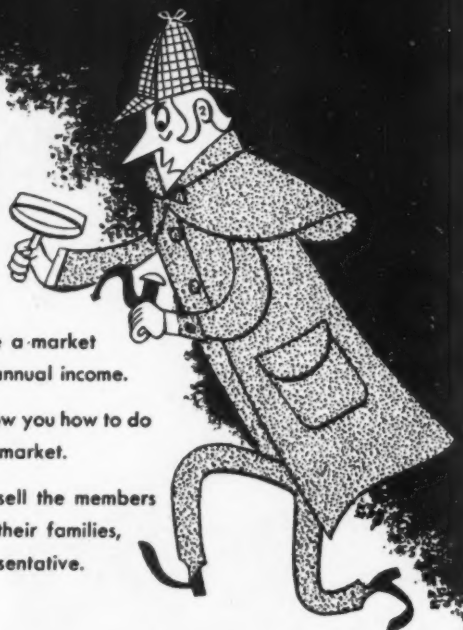
86-27 ROOSEVELT AVENUE

JACKSON HEIGHTS, L. I., N. Y.

PHONE HAVEMEYER 9-7005 COLLECT

ELEMENTARY REASONING, 'GENTLEMEN'

there's
no mystery
to it...



- I The Armed Forces constitute a market with a **7 billion dollar** annual income.
- II Our representatives can show you how to do business in this **consumer** market.
- III Therefore, if you want to sell the members of the Armed Forces and their families, contact our nearest representative.

The $3\frac{1}{2}$ million men and women in the Armed Forces spend billions on consumer products in Service-operated Commissaries, Exchanges and Ship's Stores each year. Our representatives know the simple, direct ways to get your products to them.

Army Times, *Navy Times*, *Air Force Times*, the great Service weeklies, and *Air Force Daily*, the dynamic new European Edition, can establish your product in this young market and build brand preferences that will carry over into civilian life.

GET "HOW TO SELL" DETAILS, SAMPLE COPIES, RATES AND MARKET DATA FROM NEAREST OFFICE.

NEW!
EUROPEAN
AIR FORCE DAILY

Published from London five days weekly. Circulation parallels Air Force Exchange System abroad.

- WIDEST SERVICE COVERAGE
- LOWEST COST PER 1000 READERS
- PUBLISHED IN 12 WEEKLY EDITIONS AT HOME AND OVERSEAS
- LOW COMBINATION RATES FOR ALL FOUR GREAT SERVICE PAPERS

**The Network
of Service
Newspapers**

Advertising Offices

Washington
3132 M St.
N.W.

New York
41 East
42nd St.

Chicago
273 North
Wabash Ave.

Los Angeles
4394 Wilshire
Boulevard

San Francisco
Marinade
Building

ARMY TIMES
NAVY TIMES
AIR FORCE TIMES
(Members: Audit Bureau of Circulations)
AIR FORCE DAILY

ALSO: LONDON • FRANKFURT • PARIS • ROME • TOKYO

10c—25c" categories. They are now interested in fast-moving items in practically all price lines.

At least one Woolworth unit sells boats at prices as high as \$450, although we'll admit that such items are exceptions. They indicate, however, that the lid is off the price limitations, and that there's nothing to prevent your considering these volume houses as possible distribution mediums if your item is competitive and can be displayed readily.

The variety chains have been waging their own fight for expansion and for better profit margins. In the course of this battle they have gone into lines of merchandise as well as price lines that were formerly taboo. They sell wash dresses and similar lines of women's ready-to-wear that were formerly the province of the department store. They sell pets, including canaries, priced as high as \$9.95. The hardware counter no longer displays only inexpensive screw drivers, hammers and similar tools; the variety chains also sell the finest, and most expensive, power tools.

Chains Prefer Brands

The attitude of the variety chains toward national brands has changed, too. If the brand is well known, they prefer it over the private brand. That's why you'll find the Stanley name on better tools at the hardware counter and Sunbeam, G.E. and Waring products among the housewares.

The increasing display of national brands proves another point about variety chain distribution. It proves that there is no basic conflict between the variety store and the department store.

Now that we've made this statement we'd better try to make very clear what we mean by it. We don't mean that if you've been selling department stores exclusively and you suddenly decide to go into the variety field too, you're not going to hear protests from department store buyers. You probably will, particularly if the items you give to the variety stores are identical with those you have been distributing through department stores. You'll get the same complaints if your policy has been to sell one department store in a city and you change to selling everybody.

The fact is that there is no basic conflict between variety stores and department stores because the variety stores are not predatory. They don't cut prices. They want their full mark-up. Therefore, if you decide to

SALES MANAGEMENT

distribute through the variety chains in addition to department stores, make your decision courageously and stick with it. Gradually the tumult and the shouting will die, and you'll find that your volume of sales is steadily increasing.

You don't have to take our word for this. You can make a test for yourself. The very fact that you can test shows how cooperative the chain stores are and how much you can learn by working with them. Here's the way you do it:

We are assuming that your product is a desirable one for the variety chain to sell, but that you have good department store distribution and you are hesitant about endangering it. This situation is nothing new to the variety chain buyer. Single out the chain in which you may wish to start and discuss the problem with the buyer.

If your item is not a good one for him, he'll tell you why and how you may be able to improve it. If it is a good one and he wants it, he'll guide you in setting up a test. With his cooperation, pick out a test city in which your product is already being sold in department stores. The variety chain buyer will arrange to have his units in that one city stock and display your product. This gives him opportunity to observe how it's going to sell to the traffic in his stores, and it gives you a chance to gauge department store reaction.

If your test is successful, you can move ahead on a chain-wide basis. Then you can expand your distribution into additional chains.

In making your test, it may be wise to experiment, too, with special

lines for the variety chains—different in some ways from the items you sell the department stores. The buyer will guide you on the wisdom of this.

This ability to test and the cooperative attitude of buyers points up just one of many advantages in working with the variety chains today. Some other advantages are:

1. **The variety chains don't "chisel."** They'll pay fair prices, and they'll help you to adjust your products to their needs.

2. **The variety chains are well-financed.** You can count on prompt payment of invoices, because these stores do not operate on borrowed money.

3. **The variety chains offer you everything needed to sell your merchandise and keep it sold.** Percentage of returns is astonishingly low.

4. **The variety chains want quality merchandise.** In textiles, for example, they generally insist on vat-dyed, pre-shrunk goods. They want no headaches, and they'll help relieve you of some of yours.

5. **The variety stores have top locations.** To realize this all you have to do is think where they are in your own town. For your product this means maximum advertising value from window display, and high sales to store traffic from counter display.

If there's a modern variety store in your city—and there doubtless is—walk through it. Study, particularly, the section where your kind of product is displayed. Then, we think, you'll want to take steps to get your item on similar counters across the country. You'll find it profitable business.

The End



"Who ordered it?" demanded frozen food buying executives when they were advised of an incoming truckload of Chun King frozen foods. Answer: The "truckload" was this miniature truck which contained several packages of the new Frozen Chow Mein being introduced by Chun King Frozen Foods Corp., Cal.



THE QUAD-CITIES

3RD

IN TOTAL RETAIL
SALES

Among the eleven
Standard Metropolitan
Areas of
IOWA - ILLINOIS

The ROCK ISLAND Argus
The MOLINE Dispatch

THE ALLEN-KLAPP CO. NATIONAL REPRESENTATIVE

**There's More
to Florida Than
Its Beaches**

*Half a Million People
Live Prosperously on
Citrus and Cattle
In Central Florida
The Inland Market*

Covered Only By
ORLANDO SENTINEL-STAR

Morning - Evening - Sunday
Orlando, Florida

Not Rep. Burke, Kuipers & Mahoney

Coming Soon

... In Sales Management:

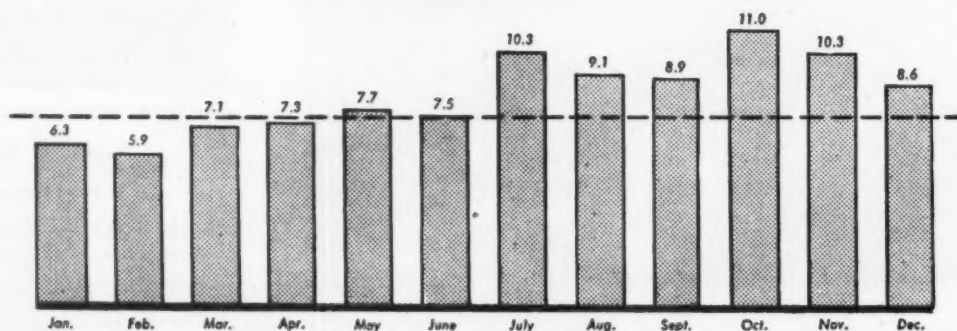
**"A Crack Division Manager
Confesses His Management
Sins"**

**"Macaroni Hops Aboard the
Low-Calorie Bandwagon."**

Where does Ohio's *STEADY* farm income go?



advertise in **OHIO**
where it's **PAYDAY**
ALL YEAR-ROUND



(Percent Farm Cash Income Received Each Month)
Based on eight-year study of Ohio farm income
(Government payments not included)

ACROSS THE STREET!



Selling time is *buying* time, too. And, that's *all the time* in prosperous Ohio where profitable diversification is planned and practiced.

Year-round production provides a steady stream of cash — all through every season. That makes the Ohio farmer a *steady* customer of home-town stores, where his purchases are in keeping with his sales — *big* — right around the calendar.

Foremost in the farmer's mind as he crosses the street from market to merchant are the products

advertised in his favorite farm magazine. And, 3 out of 4 Ohio farm families read, and heed, **THE OHIO FARMER**.

You'll find **THE OHIO FARMER** of greatest value, too — for presenting the merchandise *you* sell. Among the few states that match steady, productive Ohio are Michigan and Pennsylvania, served by **MICHIGAN FARMER** and **PENNSYLVANIA FARMER**. For the full story on the selling effectiveness of all three, write to T1013 Rockwell Avenue, Cleveland 14, Ohio.



Cleveland, Ohio

Michigan Farmer, East Lansing, Mich.

Pennsylvania Farmer, Harrisburg, Pa.



Want Customers to Know about You?

Southern States finds the answer in the mass-quiz. But how did the organization induce 9,281 people to take part in a public show seen by 73,964 fellow farm customers?

BY DR. T. K. WOLFE
*Director, Volume Building Services,
Southern States Cooperative*

"You can take a horse to water but you can't make him drink" is a saying which originated about 400 years ago. The modern version: "Don't make 'em drink; make 'em thirsty."

Southern States Cooperative, Richmond, Va., applied this principle of leadership rather than "driver-ship" at a series of 464 local annual membership meetings held in as many communities last summer. These meetings were attended by 73,964 farm people in Southern States' six-state operating territory of Delaware, Kentucky, Maryland, Tennessee, Virginia and West Virginia.

Each year the organization has used various means and methods of presenting information—such as speeches, charts, films, and movies. While they were effective in varying degrees, it became increasingly evident that for most effective teaching it was necessary to glamorize and "sugar coat" the reports and instruction.

L. E. Raper, director of membership relations, hit upon the idea of making a game of the educational program—and emphasizing the game rather than the education. His approach was through a "basketball game." The points scored were based on how correctly the questions asked were answered by the contestants.

Set Up 464 Meetings

The program for each of the 466 local annual membership meetings was planned by a committee of farm men and women of the respective community. The decision as to whether the basketball-game idea would be used was made by the committee. Of the 466 meetings planned, it was decided to play the game at 464 of them.

When each meeting was held where the game was to be played, the chairman called for volunteers—eight men and eight women. Each team had five players, as is customary in basketball, and there were three substitutes. The game was played on the stage

in full view of the audience. The Southern States field representative, dressed in official striped shirt, acted as referee, while local people were chosen as timekeeper, scorekeeper and coach. The latter was selected when the local committee planned the meeting and decided to use the game.

A regulation basketball was used, and in general the rules that apply to the game were followed. In this way all games were conducted on a uniform basis and scores could be compared with fairness. The players "shot the goals" by answering the questions. Each "goal" or question answered correctly counted two points. The ball was passed from player to player and from team to team as questions were asked by the referee and answers given by the players.

What They Asked

Typical questions were:

1. How many years has Southern States Cooperative been in operation?
2. How may farmers obtain membership in Southern States?
3. How does the individual member help to control Southern States Cooperative?
4. What well-known slogan is printed on the back of Southern States' seed bags?
5. How many cooperative service agencies of all kinds are servicing Southern States' supplies throughout the six-state territory?
6. What was the net worth of Southern States Cooperative at the close of business five years ago and again last June 30?
7. There are at least a half dozen advantages in using Southern States' seeds. Can you name three of them?
8. How long does Southern States Cooperative's common stock remain outstanding after it is issued?
9. What total dollar volume did Southern States have in marketing eggs, soybeans, and small grains last year?
10. What percentage of the total business of a cooperative must by law be done with farmers?

A list of 95 questions and answers were published in the organization's monthly house organ, "The Cooperative Farmer," which was mailed to all persons to be invited to the entire series of annual membership meetings. Handbills distributed locally prior to each meeting carried the questions and answers. No questions were asked which had not been previously listed and distributed.

Enthusiastic Pre-Preparation

Enthusiasm ran high. In many instances local people selected their teams before the night of the meeting. In this way the contestants could be better prepared. It was not unusual for groups to get together and practice—actually playing the game as it would be played on the day of the meeting.

Each player, including the substitutes, on the winning team in each of the 464 communities received an ash tray. The winning team and its coach in each state—the team making the greatest number of points for the entire state—were given an all-expense-paid trip to Southern States' Annual Stockholders' Meeting held in Richmond, Va., on November 17 and 18, 1953. Two of the winning teams were made up of men, and four of women.

The six teams, after arrival in Richmond, held contests and semifinals on the afternoon of November 17th. That night the two top teams played the Championship Game before the 1,500 delegates attending the Southern States' Annual Stockholders' Meeting.

The champion team, composed of women, from Edmonton, Ky., scored 88 points, compared with 86 points for their opponents from Charlottesville, Va. Both teams answered all questions perfectly. By the flip of a coin the Kentucky team won the chance to answer the first question, and by that advantage won the championship, scoring 88 points, compared with 86 points for the opponents.

The Championship Trophy is a "life-size" golden basketball, appropriately inscribed, set on a base with a plaque, on which appeared the names of the players and coach. The trophy is enclosed in a glass case and kept in the display room



SHOWMANSHIP... *that sells!*

CARBOLOY *created-metals* have many talents . . .
and the Metal Show was the stage used to turn the spotlight on them.
Creating an exhibit that would show the many products to advantage
while retaining the basic qualities so necessary
to a good selling display called for SHOWMANSHIP.

Why not make *your* product or service a *star* . . .
write, wire or phone today!



PITTSBURGH
477 Melwood St., Pittsburgh 13, Pa., MAYflower 1-9443
NEW YORK
516 Fifth Avenue, New York 36, N.Y., VAnDerbilt 6-2621
CHICAGO
1937 W. Hastings St., Chicago 8, Ill., TAYlor 9-6600
DETROIT
810 Book Tower Bldg., Detroit 26, Mich., WOODward 2-3557

A FACT

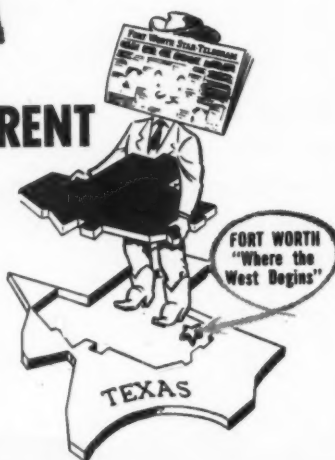
**ABOUT THE FORT WORTH
TRADING AREA *you* SHOULD
KNOW!**

**AUTOMOTIVE SALES OF THE FORT WORTH AND
WEST TEXAS TRADING AREA (\$505,108,000)
SERVED BY THE FORT WORTH STAR-TELEGRAM**

EXCEEDS

**THAT OF 29 DIFFERENT
STATES!***

Alabama	Nebraska
Arizona	Nevada
Arkansas	New Hampshire
Colorado	New Mexico
Connecticut	North Dakota
Delaware	Oklahoma
Idaho	Oregon
Kansas	Rhode Island
Kentucky	South Carolina
Louisiana	South Dakota
Maine	Utah
Maryland	Vermont
Mississippi	Washington
Montana	West Virginia
	Wyoming



*SOURCE: 1953 SALES MANAGEMENT
SURVEY OF BUYING POWER

FORT WORTH IS THE GATEWAY TO THE RICH WEST TEXAS MARKET!

THE FORT WORTH STAR-TELEGRAM
Circulation Story
TOTAL NET PAID DAILY
MORNING AND EVENING
243,268
SUNDAY
223,729
A.B.C. Audit Report for
12 Months Ending Mar. 31, 1953

The West Texas market stretches for more than 300 miles to the West and more than 100 miles to the North and South of Fort Worth. Within its boundaries are cities that range in size from a few hundred population to over 400,000. It is one of the nation's busiest markets.

Into this market of 1,928,700 people Texas' largest newspaper is delivered with such merchandisable home coverage that your selling story is bound to be seen and read. The Fort Worth Star-Telegram reaches 95% of all Fort Worth metropolitan homes daily and 86% of all Fort Worth metropolitan homes Sunday. (Metropolitan population, 408,100.)

The Star-Telegram has many times proved its ability to produce for the advertiser the results he desires from newspaper advertising. The Star-Telegram stands ready and eager to serve you!

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

WITHOUT the Use of Contests, Schemes or Premiums — "Just a Good Newspaper!"

of the Southern States agency in the community represented by the championship team. Each member of the top team and its coach received a miniature basketball, a replica of the trophy, suitable for use as a charm.

The cheering and applause was frequent and vigorous during the 20 minutes of play, indicating a lively interest in the game. Each team had its cheerleaders to give the occasion an "athletic atmosphere."

Mrs. Garnett Reed, coach of the Kentucky team, stated: "We not only had fun but we learned much about our organization that we did not know before." E. C. Compton, right forward of the Virginia team, said: "It was certainly a clever and effective way to conduct an educational program." These comments were typical of those of many members of the organization.

There were 9,281 local participants in these basketball games; 73,964 heard the questions and answers, and several hundred thousand were "exposed" to the questions and answers, facts and figures, about the programs and affairs of their cooperative association.

As Raper stated: "Many of them learned what they should know to help make their organization more useful to them and to others; and they learned the 'easy way'."

Perhaps to many the fun and the awards of prizes and trips were of more importance than anything else. They may find, however, that the information gained as a by-product of their efforts is far more valuable.

The End

More Families, Sales

"Added population does not tell the whole story of mounting sales opportunities. There is a trend for family units to exceed the rate of population growth simply because the size of families is decreasing. From the sales viewpoint this is important . . . 100 families of three persons each buy more dishwashers, lawn mowers and vacuum cleaners than do 60 families consisting of five persons each . . . Furthermore, our markets will grow not only in numbers but also in buying power." **Walter Williams**, Under Secretary of Commerce, to the seventh annual Upper Midwest Sales Conference, Minneapolis.



Florsheim recently used full-page ads in Miami newspapers to push a two-fold theme: a summer shoe premiere in mid-winter, plus airFREIGHT delivery in just 4 hours from its Chicago plants.

Florsheim gets the jump on Summer Styles via Delta-C&S airFREIGHT


For more than a quarter century, Florsheim Shoe Company has used Miami and Miami Beach as America's fashion showcase. Each winter, Florsheim's advance summer styles make their first public bow at these famous resorts.

Now with the aid of Delta-C&S airFREIGHT, they are able to make a dramatic *double* claim: "Florsheim styles 4 hours old and 5 months ahead of the Nation."


Florsheim sales executives sum up results this way: "On-time delivery of shoes in top condition and at low cost for packing and shipping. Tremendous sales. And *fashion news* that makes wonderful advertising and publicity."

Your dealer's source of supply is as near as his local airport when you ship by Delta-C&S airFREIGHT. Find out what flying freight can do for you! Call your nearest Delta-C&S man. Or write Delta-C&S Air Lines, General Offices, Atlanta, Ga.

for
Action
Ship by



General Offices: Atlanta, Georgia



All Delta-C&S Flights
Carry airFREIGHT

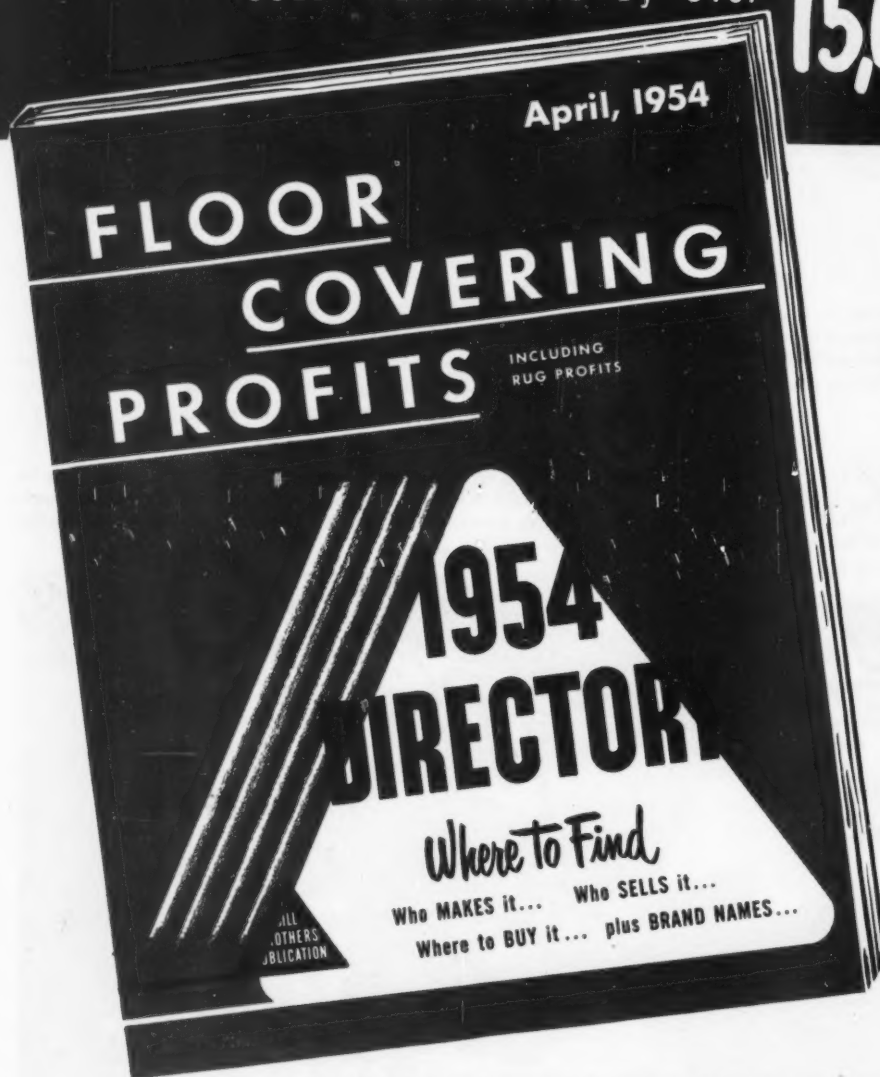
THE MOST USED

BUYING GUIDE

IN THE FLOOR COVERING FIELD

USED 'YEAR-ROUND By Over

15,000 Buyers



Where to FIND...

Who MAKES it...

Who SELLS it...

Where to BUY it...

plus BRAND NAMES.

ADVERTISERS
PLEASE NOTE

Over 15,000 floor covering Buyers in Department Stores, Furniture Stores and Specialty Stores will receive the 1954 edition of the ANNUAL FLOOR COVERING DIRECTORY in April. It is important that your advertisement appears in this bible and guide, used by thousands of your customers and prospects.

The 1954 Directory is your best advertising buy for putting your product story within handy reach—for quick, easy and frequent reference by buyers all over America.

SUGGESTION: Make your reservation now. Closing date March 10, 1954. Write Jack Ward, Business Manager, FLOOR COVERING PROFITS, 386 Fourth Avenue, New York 16, N. Y. Or phone: LExington 2-1760.



THE ONLY MONTHLY MERCHANDISING MAGAZINE

Be sure Your Product Story **IS** There

Make Repeated Impressions to Influence Sales

When They Want to Know { Who Makes It
Where to Buy It

Annual Directory Is A Must
for the operation of retail floor
covering business... locating
mills, firms, brand names, etc.

Buyers From All Parts of U.S.A.
tell us that they refer to the Annual
Directory many times during the
year. Couldn't get along without it!

The Complete One-Book Source
of floor covering information of the
trade. The industry's source for latest
listings of floor covering Brand Names.

Latest Correct Addresses
of various resources at your
finger-tips. Great help to everyone
in the business.

Makes It Easy For Your Salesmen
and office personnel to locate and
identify Brand Names. A great
service to the industry.

New Lines and Brand Names
introduced at the winter markets
are included in the 1954 Directory
as well as running lines.

There's Nothing Like It
to get factory names, jobbers'
names, and to identify grades of
floor coverings.

When Your Customers Ask
for floor coverings by trade names,
it's easy for you to find the right
answers in the 1954 Directory.

Complete Manufacturer Listings
of smooth, soft, accessory products.
Plus selling agents & importers;
wholesale distributors and lines carried.

As you read this announcement, we are completing the roundup of all available information and latest listings to again bring to you the most complete DIRECTORY of products of the floor covering industry.

Manufacturers, distributors, sales representatives—are cooperating to provide the most complete source of floor covering data and information in the trade.

The new lines and brands names introduced at the winter markets are included in the 1954 Directory—as well as running lines.

IN THE FIELD... LARGEST AUDITED CIRCULATION!

How to Package SMALL ITEMS



GET SAFETY and SALES with LUSTEROID Vials and Tubes

Now you can protect and merchandise products that are "too small" for ordinary packaging.

There's a LUSTEROID plastic container that's just right for carrying your small items to market. These crystal-clear vials and tubes are strong, tough, unbreakable. They display your product while protecting it. And they save money, too.

No labels to affix, because LUSTEROID is printable. You save on handling and shipping since LUSTEROID is so light in weight.

You have a wide choice in colors in standard diameters from 1/4" to 1 1/2" and in lengths up to 6". Cork, slip-on and screw-cap closures.

Write for samples and
quotation today.



LUSTEROID
Container Company, Inc.

16 West Parker Avenue, Maplewood, N.J.

EXECUTIVE SHIFTS IN THE SALES WORLD

Amercoat Corp. . . .

D. O. Lachmund to v-p in charge of sales, from Eastern Region Manager.

American Broadcasting Co. . . .

Jerome B. Harrison to eastern sm, from account executive.

American Management Ass'n. . . .

A. K. Thorne to marketing division manager, from Cities Service Oil Co.

American Optical Co. . . .

Francis J. Wilcox, Jr. to sm, Ophthalmic Case Division, from acting sm.

American Seating Co. . . .

Robert J. Hemkes to field sales manager, from eastern division sm.

American Tobacco Co. . . .

A. Gordon Findlay to board of directors and ch'f of cigar sales.

Ampro Corp. . . .

William E. Deger to division manager, Midwest sales, from supervisor sales order dept.

Atlantic Steel Co. . . .

R. E. O'Neill to gsm, from assistant gsm.

Bearfoot Airway Corp. . . .

William J. Worrell to v-p and gsm, from sm, Ace Rubber Products Inc.

Blair-TV, Inc. . . .

Jack Denninger to eastern sm, from account executive.

Braniff International Airways . . .

Charles E. Beard to president, from executive v-p.

Broadcast Advertising Bureau, Inc. . . .

Kevin B. Sweeney to president, from executive v-p.

Brown & Bigelow, Inc. . . .

Charles H. Parton to v-p and sm, eastern division.

Thomas J. Rurik to v-p and sales promotion manager.

Bristol-Myers Co. . . .

F. Harry Fletcher to national field sm, from special assistant to the v-p for Sales.

Carborundum Co., The . . .

W. J. Ulrich to v-p, from senior sales representative, Detroit.

J. B. Carroll Co. . . .

C. N. Cahill to v-p, from v-p and gsm, Gits Molding Corp., Chicago.

A. B. Dick Co. . . .

C. Mathews Dick, Jr. to v-p, Sales, from staff assistant to the v-p for Sales.

Free & Peters, Inc. . . .

William W. Bryan to v-p, from Detroit manager.

Hub Hosiery Mills . . .

James L. Wall to v-p for Sales, eastern U.S., from Botany Mills.

National Can Corp. . . .

John S. Morrison to v-p in charge of sales, from sm, Housewares Division.

LeTourneau-Westinghouse Co. . . .

W. E. Hendricks to domestic sm, from assistant to the gsm.

Mystic Adhesive Products . . .

Elmer J. Leander to sm, industrial adhesives division;

Alfred R. Howard to gsm.

Pyrene Manufacturing Co. . . .

Maynard A. Laswell to v-p in charge of Sales.

North Star Woolen Mill Co. . . .

Oliver Roesing to gsm, from assistant sm.

Radio Corporation of America . . .

Joseph B. Elliott to executive v-p, Consumer Products Division.

Steel Magazine . . .

Karl A. Zollner to eastern regional manager, from eastern district sm.

Stokely-Van Camp, Inc. . . .

Joseph F. Rickards to Middle Atlantic regional sales manager, from Knouse Foods.

Time, Inc. . . .

John McLatchie to director of advertising for Time, from general manager of Time International.

John F. Morrissey to advertising manager for Life, from western advertising sales manager.

Times-Herald . . .

George R. Titus to Promotion Director, from assistant advertising manager.

To render its many
Chicago area advertisers
more direct service

The Detroit News

Announces

*the opening of its own
mid-west offices at
435 North Michigan Ave.,
Tribune Tower, Chicago
Phone SUperior 7-1815 and 7-1816*

The Detroit News

THE HOME NEWSPAPER

Weekday Circulation 443,791—Sunday Circulation 544,622

ABC 9/30/53

Largest of All Michigan Newspapers

By recording daily sales activity on this form . . .

1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 5 6 7 8 9 10 11											
1952 1953 1954 1955 DISTRICTS											
NO. DATE COMPANY											
O & B DATE FROM DATE MARK DATE ADDRESS											
CITY STATE											
NAME TITLE											
REQUEST:											
CALL REPORT NO. DATE SALESMAN											
CALL REPORT NO. DATE H. O. ACTION											
QUOTED DATE											
QUOTED DATE											
DISPOSITION DATE BY											
DATE BY											
BAG CAL COAT COOL CORR CREP CUT DRY EMB FINISH GUM LAB LAM MEC OVEN PACK REEL ROLL TRACK TUBE SATU SATV SLET UN WIND WAX											

A COMPLETE MARKETING RECORD, this Keysort card is used daily for recording inquiries, co-ordinating sales trips, follow-up work, advertising media analysis and market analysis. It is used by heavy equipment maker Dilts Machine Works to clear a hurdle faced by most

capital goods manufacturers, that of making the most effective use of available technical sales talent. Encircled numbers refer to sequence in which card is filled in. Complete description of numbered information can be found in story text, on page 90.

Dilts Reduces Sales Costs With Simple Card System

Prospecting in the converting equipment field can be costly if salesmen cannot locate "blue chip" buyers. Dilts' card control leads 'em to the *right* companies.

An interview with
ROBERT J. JACOBS
Manager of Sales & Engineering
Dilts Machine Works

Company: Dilts Machine Works Division, The Black-Clawson Co., Fulton, N.Y.

Products: High-speed paper, plastics, film and foil converting machines, such as unwinds, winders, coaters, laminators. Sold largely to "blue chip" manufacturers. An individual sale may involve \$10,000, or \$250,000.

Problem: Converting machines are the "Cadillacs" of the industry, as you can judge from the price tags. A customer may need a Dilts machine only once in five or 10 years. Each sale involves a costly process, and normally includes three or four visits,

proposal drawings and detailed machine specifications. Period of time between inquiry and sale may vary from three months to three years. The sales department is staffed with six men, who are graduate or professional engineers. Each is a specialist in various phases of converting industries.

Because of the obviously high cost of sales proposals—and a sales staff limited in number—the problem becomes one of producing adequate returns from only the most highly qualified customers and prospects. Ideally, the salesman best qualified to interpret an individual customer's

problem is the one who should handle the sale.

The sales control problem at Dilts is further complicated by this fact: Ten years ago, according to Robert J. Jacobs, manager of sales and engineering, "we did not make any of the products we now manufacture. We didn't then know exactly who our customers were to be, and we're still uncovering surprises."

It boils down to this: Without adequate and efficient investigation and record-keeping—with hit-or-miss sales control—Dilts could easily spend too much time with the wrong people.

Solution: A card system for recording daily sales activity was initiated in April, 1952. The general objective of Dilts' management was to establish a simple recording system that would serve daily for sales activities and follow-up, and later for a market research and advertising media analysis. Ultimately, the coding on each card was to reveal "how much effort we will put on each call."

Was the objective met? "Several years ago we were receiving only about 9% of quoted business," states Jacobs, "and now our current ratio

Your advertising works harder with these millions!

*Over 3¾-million families,
screened for the BUY on their minds*

YOUR advertising dollar buys a lot more in Better Homes & Gardens for 2 significant reasons.

You start with a positive advantage. You reach over 3¾-million families *preselected* by editorial planning for high income, home ownership, and the desire to raise living standards even higher.

In BH&G they find nothing but helpful, inspiring articles to make their lives more fruitful—what to do, how to do it, and what to buy to do it with.

Your second advantage is that these families consider BH&G

their buying guide. They "shop" it from cover to cover. Hence your advertising is a *continuation* of editorial—not an interruption.

Third largest of all man-woman magazines, BH&G is the only one to grow great by an unvarying policy of showing readers how to live better.

Yes, your advertising works harder in BH&G—your *primary* medium for any consumer goods or services! Only BH&G gives you more than 3¾-million families *screened* for the BUY on their minds.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



*Serving over 3¾-million families,
screened for the BUY
on their minds.*



BH&G Cook Book hits record sale of over 5,000,000

*Another demonstration of the selling power
of the great magazine behind the book.*

No other cook book has come anywhere near this figure—in fact, it makes the BH&G Cook Book third largest best seller of all time, including fiction! And every month,

over a million women clip punched-page recipes from BH&G, designed to be inserted in their BH&G Cook Books. When BH&G says "this is good," people buy it!

See every advertisement
of interest to you in 1393
shopping centers



ACB Newspaper Research Service brings you every advertisement you want to see that is published in daily or Sunday newspapers of the United States. You may have this service in complete tabulated and summarized report form; or you may make up your own reports from the full-page tearsheets we furnish you.

With ACB Research Service, you know exactly what is being advertised by your dealers; or your competitor's dealers; or the content and extent of releases by competitors in national advertising.

ACB shows above how you can buy these services by markets; but you can order by your sales territories, or even single towns. You may take these services continuously, or periodically.

ACB Services are among the most useful tools in merchandising and distribution. They are so flexible that you can get exactly what you want in coverage—and in duration. Send today for catalog.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



of sales to business quoted is running nearer 20%. I don't know if the card system alone can be attributed to this increase, but I have a hunch it plays a major part."

How system was tried: In April, 1952, Jacobs supervised the make-up of inexpensive "dummy" cards which were reproduced on ozalid paper. This system was kept in operation for several months to make certain there was adequate space for all vital information, and to determine whether design could be improved. After minor revisions, mostly in format, a set of "live" cards was ordered from The McBee Co., Athens, O. (McBee Keysort), whose representative helped to prepare the final design.

In trying the card system, the company was careful to provide an easy means for positively identifying customers' (1) capitalization and (2) specialization. For example, it is important, states Jacobs, to record painstakingly the type of machine on which an inquiry is received. "Perhaps we do not currently build a machine that solves the customer's particular problem. If, through analyzing our inquiries as they are coded on the cards, we find enough general interest in that problem, we may find it practical to develop such a machine and add it to the line."

Rating the company accurately as to its capitalization is a great help, Jacobs relates, "in our daily decisions directing sales efforts." If a request for a \$100,000 machine comes in from an AAA Dun & Bradstreet-rated company, the request usually warrants the expense of a special call to discuss the machine. In cases where capitalization and machine cost seem to be "less in perspective," Dilts attempts to develop the prospect by mail. Hence, the core of Dilts' control system involves recording accurate market rating and dollar potential data.

"In the machinery business," Jacobs comments, "the technical talent to go after orders is limited to a relatively small number of people, and if this talent is not utilized to its fullest, the percentage of results would be poor and the sales cost excessive."

How it works: The first printed cards were received in September, 1952, and the system has been in operation since. Cards are in duplicate form, with carbon between. The original card is in the possession of the salesman; the duplicate is retained by the office and filed under "state." The following describes the sequence in which the card is filled in and explains the information that is recorded.

A. Record of Inquiry

1. Inquiry number assigned.
2. Date inquiry received.
3. Customer name.
4. Customer address.
5. Name and title of person inquiring.
6. Short description of customer's request.
7. Type of inquiry—whether letter, telephone call, etc.—and source of information (business paper advertisement, etc.) if identification possible.

B. Information Added for Salesmen and Home Office Use

8. Dun & Bradstreet rating.
9. Product rating. This is an arbitrary figure assigned by sales department based on whether prospect would be a regular user of machines in the line, or perhaps only a periodic user. Nature of the prospect's business governs these decisions.
10. Market rating. This is calculated by figure of Dun & Bradstreet and the product rating (#9). Thus both capitalization as well as specialization are recognized as factors in potential customers.
11. Type of plant—such as paper mill, plastic film manufacturer, foil converter, etc.

C. Keysort Information

(For follow-up purposes)

12. Quarter of year in which routine follow-up should be made; this does not replace the responsibility of the salesman assigned to the job to follow-up, but offers a routine check system.
- (For market research data)
13. Classification of customer's industry.
14. Locality of plant by sales district.
15. Classification of machine in which customer is interested.
16. Dollar potential of machinery involved.
17. Market rating by group.

D. Home Office Action

18. Name of salesman assigned.
19. Short description of home office action, date and name of person handling inquiry. At this point, one copy of the card and a copy of customer's letter or other correspondence is turned over to the salesman assigned. If salesman assigned is in the office, he will normally handle the inquiry.

E. Sales Action Recorded by Home Office

20. Salesman's call report number and date is recorded on office copy of the card.

21. Quotation number and date is recorded on office copy of card.

F. Final Disposition

22. If not readily determined by a sale, salesman will advise office whether inquiry should be classified as sold, dead or lost. If dormant, card will usually be so noted and kept in active file for routine follow-up.

23. Final disposition punched on card and card removed from active to inactive list.

At present Dilts has about 700 cards on file, 100 more than in 1952. This may not seem to be much of a gain. "It is, though," observes Jacobs, "when you consider the high qualification of the names."

The system has helped Dilts spend its advertising dollars more effectively.

Jacobs points to the importance of recording how an inquiry comes in, because it enables Dilts to "correlate inquiries with our advertising program—to see if our money is correctly spent." He states that the company was advertising in 13 technical and business journals when the card system was initiated. After inquiry analysis, however, "we found that advertising schedules could be reduced to 10 publications without a substantial loss in inquiries.

Because they are filed under "state," the cards help to get efficient coverage when a salesman travels. Suppose a qualified lead comes to the Dilts office from Wisconsin. The salesman goes to the card file, picks out every Wisconsin card, and by telephone or letter he arranges interviews with prospects whose plants are near the home of the original lead.

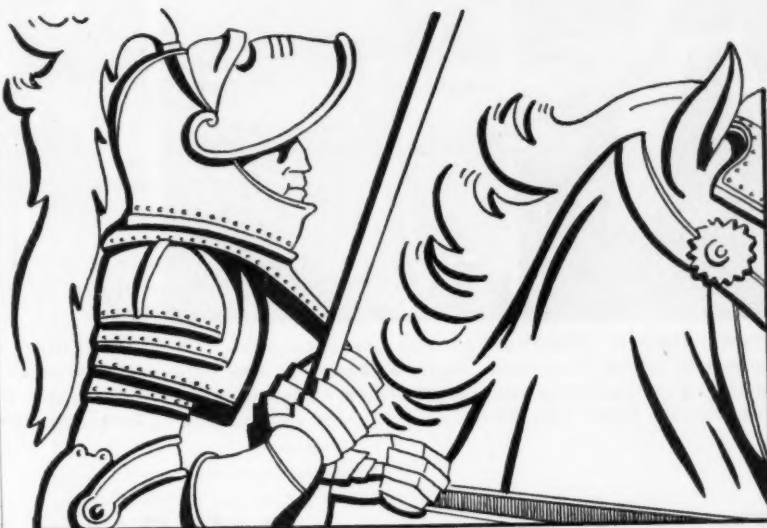
Dilts depends heavily on first-class direct mail to excite interest. The cards, of course, form the basis of the direct mail listing.

Jacobs guesses that his company shares a \$10-million to \$45-million market yearly. "When we receive an inquiry," he says, "we punch 'potential.' These potentials are added up at year's end."

What is Jacobs' over-all appraisal of the card control system? "Our own files—your marketing records—are the most important marketing tools in the office."

The End

Armed to the teeth!

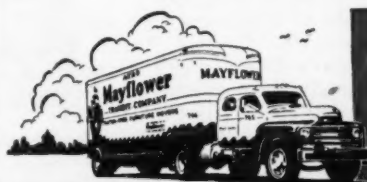


► The knights of old used shining armor plate to protect themselves against the dangers of their trade. When you move long-distance the Mayflower way, Mayflower's expert packers protect your dishes, glassware and other valuables with the latest scientific methods and materials. Mayflower packers are specially trained to safeguard all your fragile articles so that they will ride safely to your new home anywhere in the United States or Canada. For a move that's easy for you and safe for your furniture, use Mayflower Moving Service.



AERO MAYFLOWER TRANSIT COMPANY • INDIANAPOLIS

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.

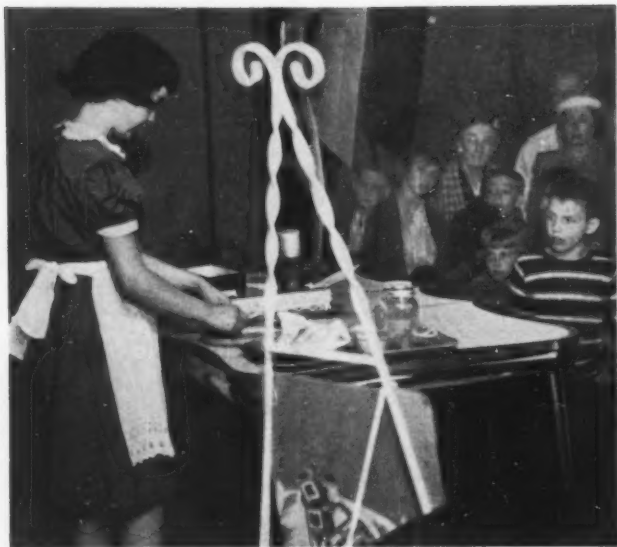


AERO
Mayflower

America's Finest



NATION-WIDE FURNITURE MOVERS



STORE-WINDOW DEMONSTRATIONS are often incorporated in Jubilee promotions. Here's a 10-year-old demonstrating and explaining how to pack a lunch. At Skinner-Chamberlain, Albert Lea, Minn.



JUST LIKE A FAIR: Tastings, cooking schools, carving schools (even one for men). Black's, Waterloo, Ia. (where this photo was taken) used seven pages of newspaper advertising, six broadcasts, to build interest.

These Promotions Pull Farm Families Into City Dealerships

They're called "Harvest Jubilees," and they're planned as cooperative promotional ventures by *Successful Farming*, groups of manufacturers, and department stores. Thirty-seven were staged in the fall months of 1953.

Farm families in the Midwest have good buying power, but they do not always find it easy to devote much time to shopping in downtown department stores in their areas. Given the incentive, they can be induced to visit the stores—and in substantial numbers. This was demonstrated last autumn by the results of a series of 37 Harvest Jubilee promotions staged jointly by *Successful Farming*, groups of manufacturers (of home products, such as appliances and floor coverings), and department stores.

The techniques for such promotions have been evolving since 1947, when the magazines began them. The pattern varies to a considerable degree, in accordance with the products of sponsoring manufacturers and with local agricultural interests.

Typical of the Harvest Jubilee series in most respects was the 5-day promotion at Skinner-Chamberlain's, in Albert Lea, Minn., October 6-10. Unlike most of the other promotions, its sponsors were all floor-covering manufacturers: Alexander Smith, Inc., C. H. Masland & Sons, Artloom Carpet Co., Inc., Mohawk Carpet Mills, Inc., Armstrong-Nairn, M. J. Whittall Associates, Magee Carpet Co., and Beattie Mfg. Co.

In addition to movies, supplied by *Successful Farming*, and a Home-maker's Clinic, staged by the floor-covering manufacturers, there were several dozen 4-H Club activities, in which many local girls took part. Their relatives and friends came from near and far, bringing many new customers to the store.

Among the events taking place were demonstrations of table-setting, salad-making, bread-making, flower arrangements, freezing (of fruits, vegetables and meats), clothes-washing, sewing, cleaning a sewing machine. A 10-year-old girl demonstrated "How to pack a lunch" in a store window (where many of the demonstrations were staged). There was also a "Best Dish Contest," with prizes ranging from a Wagner Mag-nolite baking and roasting pan (worth \$6.50), up to a Mixmaster (worth \$43.50). Immediately after the entries were judged, they were put on sale at prices fixed by the 4-H contestants.

Another stunt was the Treasure Hunt. Throughout the Jubilee period each adult who entered the store was given a numbered coupon. Merchandise prizes—153 of them, with a total value of \$1,046—were exhibited throughout the store. When a shopper discovered that the number on his coupon matched that of one of the prizes, he or she could claim the prize. This device naturally increased store traffic.

Successful Farming has developed

SALES MANAGEMENT

A Specialized
VERTICAL PUBLICATION
with a
HORIZONTAL COVERAGE

The fountain and *fast food* segment of the restaurant industry is the outlet having fountain and counter restaurant service, which generally includes table or booth service. That's the *specialized* market Fountain & Fast Food serves *vertically*.

In fast service eating places, twice - the - turnover - per - seat means more meals—more profit. This is the *fastest* growing segment of the restaurant industry — and is by far the largest of the eating place market.

NO MATTER WHAT YOU CALL THEM

NO MATTER WHERE YOU FIND THEM

Fast food outlets embrace fountains, counter restaurants, luncheonettes, sandwich shops, in-plant restaurants, drive-ins, etc.

They are a vital part of drug stores, variety and department stores, airports, railroad stations, bus terminals, etc.

On main street or main highway or in industry they all have one thing in common—

FAST SERVICE

Whether independent or chain operations the market and Fountain & Fast Food coverage of it extends to over thirty different types of outlets numbering 50,000. That's what we mean by *horizontal* coverage in a specialized *vertical* field.

When you specify Fountain & Fast Food for an advertising schedule, it's an assurance of a market well covered vertically and horizontally, coupled with all necessary *specialized* editorial content from cover to cover.

**FOUNTAIN &
FAST FOOD**

*the magazine serving counter
and fountain restaurants*



Editorial and Executive Offices
386 Fourth Avenue, New York 16, N. Y.

Mid-Western Office
333 N. Michigan Ave., Chicago 1, Ill.

Pacific Coast Representative
The Richard Railton Company
McNadnock Bldg., San Francisco 5, Calif.

a "packaged" — yet flexible — plan under which it helps stores to stage such promotions. The publishing house furnishes ideas, recommendations and display materials. For the Harvest Jubilee series, here are some of the items furnished:

Display material: A 5-foot, three-dimensional window display, in color; blow-ups of the magazine's October cover; mounted and unmounted posters carrying the basic Harvest Jubilee theme, but with specific slants for various departments; die-cut sign toppers; streamers (for windows or pillar wrap-arounds).

Employee promotion: A bulletin giving the basic ideas of the Harvest Jubilee, with explanation of the *Successful Farming* tie-in; and discussion of the importance of employee cooperation.

Advertising: Newspaper advertising

layouts, suggested copy, etc.; radio spots; suggested letter to rural mailing list, announcing the event.

Resource letter: Suggested letter, to be sent chiefly to manufacturers, requesting cooperation—such as demonstrations, displays, merchandise for prizes, etc.

Special Successful Farming Material: Signs reading "Your Successful Farming Store"; a bound volume of the publisher's volume, "ABCs of Decorating" (for permanent use by the store, in consultations with shoppers). Some stores also showed the magazine's film strip, "Recipe for Color," distributing to members of the audience a booklet with the same title, tying in with the film.

As stated earlier, manufacturer participation takes different forms. For example, at Black's, in Waterloo, Ia., there was a Frigidaire cooking school, in four 40-minute sessions,

with 1,200 in attendance. It was conducted by home economists from the manufacturer's Kansas City office. Other special features were a Tappan Range Cooking School, followed by a Carving Demonstration; and a Men's Cooking Demonstration. There were also special demonstrations by Westinghouse, West Bend Electric and Mirro, with manufacturer representatives on hand. An exhibit in the furniture department consisted of a room setting (with Futorian Furniture) planned and executed by two Farm Bureau women. The cooperation of regional home demonstration agents had been previously enlisted. There were seven booths for project displays (or farm groups) of the seven counties in the Waterloo marketing area.

At Heer's, in Springfield, Mo., there were the standard cooking schools; showings of the *Successful Farming* movies; farm water pump and water heating exhibits; model airplane exhibits; with champion dairy cattle exhibited in the store, on the main floor.

The Rudin Co., Mt. Vernon, O., had a demonstration, by U.S. Koylon, showing how mattresses are made—on the street, in front of the store.

The patterned SF promotion always includes advertising. The total newspaper advertising by stores for the Harvest Jubilee series was more than 180,000 lines.

Ability to Buy

In spearheading these three-way promotions, Meredith Publishing Co. believes that 60% of the farmers in the area covered receive *Successful Farming*; that the average gross income of its subscribers (receipts from farm products) is more than \$10,000;* and that the buying potential of these people is very good indeed. However, since farmers must be on the job seven days a week, promotional efforts are needed to keep store traffic at a high level. The Jubilee promotions (well-tested, since they have been in the process of development since 1947) are especially designed for farmers and their families. They are informative and entertaining. They permit a high degree of "audience participation," since 4-H members and other organized farm groups stage many of the demonstrations.

The End

*Figure obtained from U.S. Census sample, in cooperation with U.S. Bureau of the Census.

one reason . . .

DAVENPORT NEWSPAPERS

ARE Key TO THE \$451,000,000*
QUAD-CITY MARKET



FIRST

IN ADVERTISING LINEAGE
IN QUAD-CITIES AND IOWA

MORNING DEMOCRAT Evening DAILY TIMES

Sunday DEMOCRAT & TIMES

*Copr. 1953 Sales Management Survey of Buying Power

Serving the Quad-Cities of
DAVENPORT, IOWA; ROCK ISLAND, MOLINE and
EAST MOLINE, ILLINOIS

HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by
JANN & KELLEY, INC.



Top Management

(continued from page 38)

let dealer meet and beat competition *there*. The battle is not merely between large corporations, such as General Motors and Ford, but between a lot of local merchants.

"Our dealers are doing a good job. In 1953 they will sell about three million cars. But to do so they have had to get to work.

"Some of them have just begun to realize that until now they have just been filling a vacuum created by wars and a series of crises and shortages. They have also capitalized on the nation's growth in population and purchasing power.

"The economy is still dynamic. But a lot of selling attitudes and habits have got to be changed to make the most of it."

(Paul Hoffman of Studebaker Corp. recently found in a study of 100,000 men who sell all makes of cars at retail that only 10% were "really making sales presentations.")

Bill Hufstader believes that a buyers' market can be stimulating. Also, in the long run, the buyers' market is the normal, realistic condition: "The customer should be king. . . . Today, instead of kicking the tires of your present car when you bring it in for trade, retail salesmen are discovering that you've probably developed some liking for it. If he is smug or indifferent or lazy, he may only persuade you to get a few thousand more miles out of it. . . . Or he may send you to the dealer across the street."

GM's car divisions have sought to get their dealers to add and train more retail salesmen, and to attract younger men. "We're showing dealers," Hufstader explains, "how to sharpen their tools; how to 'trade' on turn-ins of used cars. . . . We're urging them to see that their salesmen have a day's work laid out for them—and to see that they *do* it.

"Personally, I welcome the buyers' market. We've tried to build the products and the organizations to meet it. Our efforts are paying off.

"Right now, it looks as though we'll reach our objective of 48% of all new car sales and the \$9 billion volume!"

Fruehauf "Designs to Sell" More Trailer Customers

"We used to ram our products down the Sales Department's throat," explains Roy A. Fruehauf, president of \$200 million-a-year Fruehauf Trailer Co., Detroit. "But in recent years Sales has had more and more to say about them.

"Today, under top management, product design and sales planning both stem from continuous study of the requirements of our customers."

Because everything produced must be *toted*, Fruehauf serves almost every branch of industry, as well as professional carriers. Of the combined dollar sales volume of all 150 makers of truck-trailers, Fruehauf alone does more than one-third. Three reasons, Roy Fruehauf believes, are that this company has the most complete line of any of them; that it is the only trailer-maker offer-

ing coast-to-coast service for *all* trailers; that its efforts are focused on meeting *individual* needs.

The service part of the business now exceeds \$30 million.

Fruehauf builds 14 basic types of trailers. Some products, such as milk, must be refrigerated in transit. Others, such as asphalt for paving, must be kept hot. Still others such as cattle must be hauled in open vans.

"From close, day-to-day contact with trailer operators," Roy Fruehauf shows, "our Sales Department keeps informed of problems involved in the movement of goods, and passes its knowledge on to the Engineering Department. Each of our 14 basic designs is sufficiently flexible so that a much wider variety of individual vehicles can be assembled from standard components. Thus we can say that our trailers are tailor-made.

"Our company has grown by helping customers to grow. . . . So many businesses use this phrase that it's become a rather worn *cliché*. But I think we have more facts than most of them to prove it: Although since 1939 sales of Fruehauf Trailer Co. have multiplied 13 times, from \$15 million, half of it, from year to year, has come from *present* customers. Much of it has come from the one-or-two trailer buyers who are now fleet operators.

"We help customers to buy by financing their purchases. We've just started a Customer Relations Department to help them before and after we finance them. . . . Yes, we *loan* trailers, too."

Between 1939 and 1952, while the number of trucks on U.S. highways

MEMPHIANS TURN TO THEIR RADIOS—
AND THEY TURN THEIR RADIOS TO

WHHM

FOR MUSIC, NEWS, AND SPORTS

There's very little entertainment for the more than one-half million inhabitants of the Memphis area . . . no bars, a scarcity of live entertainment, sparsely scattered theatrical road shows, limited spectator sports and moderate facilities for participating sports. Memphians are hungry for entertainment, so they turn their radios to WHHM.

WHHM—STERICK BLDG.—MEMPHIS, TENN.

Represented by: Venard, Inc. • New York • Chicago • Boston • Atlanta • Detroit • Dallas • San Francisco • Los Angeles

★ Put Your Product On WHHM For A Sale Increase In The Memphis Market ★

doubled to 9.9 million, the number of truck-trailers quadrupled to 535,000. In 1952 production of truck-trailers was 60,000. In a study for Aluminum Co. of America, Prof. Marvin J. Barloon of Western Reserve University estimates average annual trailer production in the next five years at 70,000. In the 1961-70 decade it would reach between 140,000 and 160,000.

Fruehauf intends to get its "share."

Today, the company has nine factories, 80 branches and 16 distributors throughout the United States and Canada. Its 400 salesmen work in five geographical divisions. In his area, each division manager directs sales and other functions. Periodically, division managers meet in Detroit with Roy Fruehauf; vice-president in charge of sales, C. Lawrence (Lon) Schneider and other HQ executives. From these meetings sales requirements are set, and translated into production schedules.

As "tailor-making" has expanded, Fruehauf has introduced product sales managers, under Lon Schneider, to develop the markets for different basic types. Nine of them now have been appointed. Specialist product salesmen work major markets. In

smaller markets, however, the men are still "full line."

Since World War II the sales force has been doubled. After efforts to train the men by mail did not work out very well, the Fruehauf Technical Institute was launched in Detroit. In groups of 20 at a time all the company's salesmen and division managers have been put through the FTI mill.

Fruehauf's top management is convinced that the training should help them to meet more competitive sales conditions. And even in "easy" times, trailers take some rather special kinds of selling. The operators are tough buyers. They know what they need to carry them over millions of miles. A vehicle which lacks its own motive power but still may cost \$4,000, calls for extra-special "explaining." And on top of this the Fruehauf man must persuade a customer to spend perhaps \$1,100 more to get certain features on the "same" trailer.

The salesman is supported, however, by the largest, most consistent and "tailor-made" advertising program for trailers. This program, through the Allman Co., Detroit, runs in scores of vertical and horizontal business papers. Each year it

gives hundreds of case histories of Fruehaufs-in-use.

With all this support, in a sellers' market, Roy Fruehauf says, some salesmen didn't have to stir their stumps very hard: "Even then too many of them just got by."

Now he tells them: "Get business or get out."

To speed this process, the company has reduced the rate of compensation for lower producers—but increased it for higher ones.

Branch managers used to be paid on the basis of a five-year record. Now the manager receives an arbitrary figure for the first year, then "writes his own ticket, in results."

SoundScriber Starts to Win "All Who Talk"

Sales-minded management can launch new companies in strongly-competitive industries.

But it helps to have improved products to offer.

In 1940, SoundScriber Corp., New Haven, marked its debut as a maker of dictating and transcribing devices, by replacing the 50-year-old wax cylinder with a plastic disc as a recording medium, and by employing

TOPS, ANY WAY YOU FIGURE IT!



Look at income figures from any angle—greatest percentage of high income spending units (net incomes of \$4000 and up)—average family income—and median personal income. You'll find that South Bend, Indiana leads the Nation in all three! South Benders have the money to buy—and *they use it!* Get all the facts. Write for free market data book, "Test Town, U.S.A."

**The
South Bend
Tribune**



The South Bend, Ind. Market
7 Counties, 1/2 Million People

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

"This is the size we buy in the Growing Greensboro Market!"



THE SWEETEST APPROACH to successful selling in the South's No. 1 State is through the wide-open door marked "GROWING GREENSBORO ABC MARKET" . . . Whether you're selling food, furniture, general merchandise, or drugs—the people in the Growing Greensboro ABC Market account for 1/5 of North Carolina's sales in these all-important retail sales categories . . . The quickest and most economical way to loosen the purse-strings in this market that has 1/6 of North Carolina's population, is by using the time-proven sales tool employed by so many advertisers—the 100,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

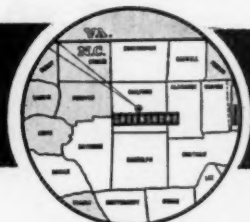
The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

Sales Management Figures



an electronic amplifier to reproduce the voice.

Sales in that year totaled \$26,000. Then the war postponed further market development. Not until late 1945 could SoundScriber start to compete against such long-entrenched outfits as Dictaphone, Ediphone and Gray Audograph.

Then between 1946 and 1953, reports Walter J. Niles, president, sales were quadrupled—from \$987,000 to \$3.8 million.

SoundScriber's top team today is composed of Walter Niles; Henry A. Sherwood and William H. Lyon for engineering and development; Richard W. Davidson, v-p for sales and service, and David J. Graff, treasurer. The five work together on policies, products and programs.

Although his own experience includes production, Niles knows Sales. Before joining SoundScriber in 1949, he was a general manager of such companies as International Business Machines and Electromatic Typewriters, Inc. He has been a member of the Rochester Sales Executives Club and National Sales Executives, Inc.

Davidson was engineering-trained before becoming salesman and then sales executive of IBM. Graff, also engineering-trained, served as a production executive of General Electric Co. and vice-president of Haydon Manufacturing Co. Sherwood and Lyon have been leaders in research in sound recording and reproduction.

They all recognize that progress starts with the product. And Niles claims that SoundScriber spends "several times as much on product development as some of our competitors."

Broad New Markets

Today, SoundScriber makes not only dictating equipment but telephone reproducer-recorders and dual continuous reproducer-recorders. With accessories these devices serve such purposes as recording interviews, conferences, addresses, telephone calls, field reports and investigations.

Thus Walter Niles can show that "our prospects are everyone who must communicate." Among them are businessmen (and salesmen), doctors,

lawyers, clergymen, educators, engineers and authors.

In time he thinks SoundScribers may become the most-widely-used "business" machines: "There are now 10 or 12 million typewriters in the country. We estimate our potential at 15 million."

"Our management realized," Niles says, "that we had to have first-class sales brains—from the start. The companies we had to compete with were well known, long established and intelligent. They had learned, among other things, a lot about selling. . . . One of our problems was that we had to start with sales and service facilities in every city."

The products are now sold through 100 distributors and company sales offices, and 130 dealers. SoundScriber salesmen are primarily experienced business-machine salesmen from other companies, who sought larger opportunities in this live new outfit.

"They evaluate us," says Niles. "But we are kind of choosy ourselves. We like newcomers to have sold business machines for 10 or 15 years. We're also hiring and training more beginners."

"For both groups we conduct at headquarters a continuing series of sales schools. The students are addressed by executives and by salesmen who have a high record of performance. Among other things they learn to 'comb your area for prospects as thoroughly as the mailman'."

Sales are handled through four areas—the Northeast, from New Haven, and the Southeast, Middle West and Pacific Coast, by managers in those territories. Headquarters people—especially Sales Director Davidson and James J. McKeon—

director of promotion and advertising—travel to work with them and their salesmen. But SoundScriber also practices its preachments in "plattered communications": Plans for the 1954 sales program were dictated and mailed for reproduction at district meetings. Promotion and advertising material for use at the meetings were sent on ahead.

About 70% of current volume is in dictating and 30% in recording equipment. Ultimately, Niles expects these proportions to be reversed.

For many prospects (teachers, min-

isters, etc.) a big hurdle is price. A dictating-transcribing system costs around \$675. For the portable recorder alone (weighing 15 pounds) it is \$350.

But probably an even bigger problem is simply *reaching* all the millions who would rather talk than write, or all the places where recording machines might save carfare or other costs. "We've just started to introduce recorders for court reporting," Walter Niles explains. "Then there's the 'hotel market'—where salesmen and others could rent SoundScribers to 'talk' reports."

Another opportunity is purely personal. In the midst of our discussion SoundScriber's president took about 15 seconds out to talk and slip into an envelope a small-plattered note to his daughter in Rochester. She would hear her dad's words on her 33 1/3 rpm. phonograph.

"You can send nine of these for three cents postage," Niles says. "And what means more to your loved ones than your voice?"

Burroughs Builds the Men to Sell Tomorrow's Products

Quite as important as the creation of electronic calculators for 1955 or 1960 is the development of the men *qualified* to sell them.

Burroughs Corp., Detroit, is engaged in doing both.

It helps when everyone in top management appreciates the fact that, however needed and worth-while the new devices may be, they'll still take some explaining and proving. The more complex and "different" the devices are, the harder the proving.

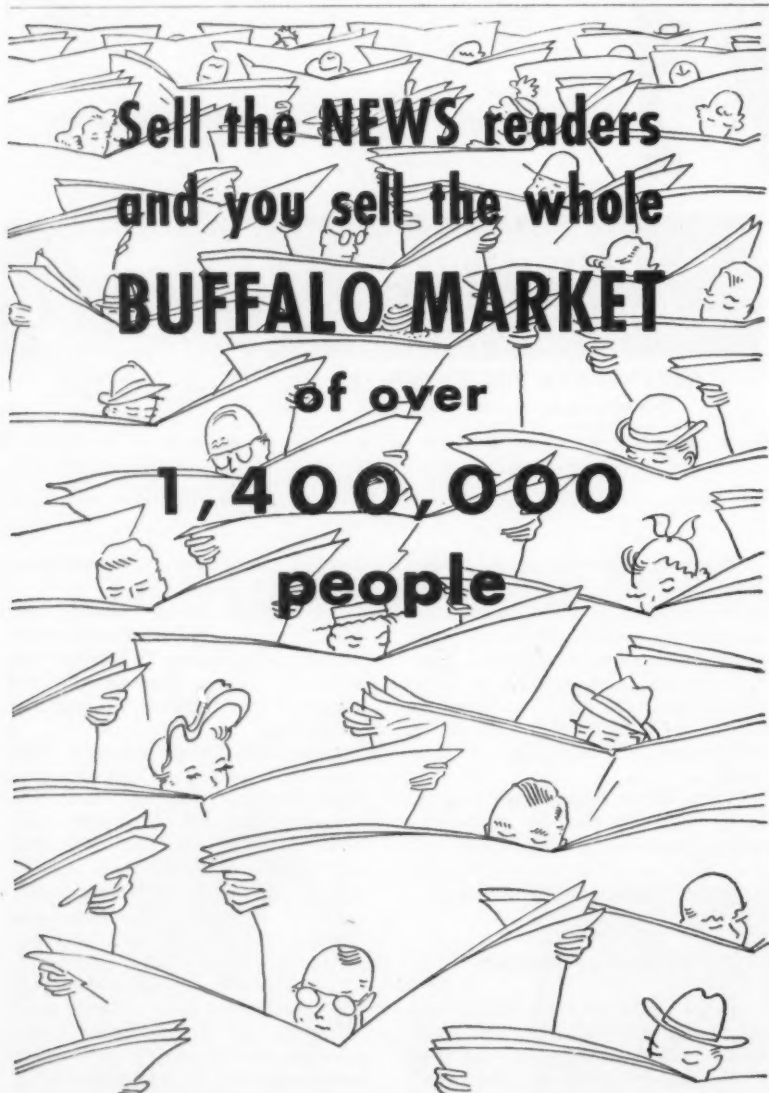
Burroughs is fortunate, however, explains John S. Coleman, president, in that "nearly all of our executives have had sales experience: We recognize not only the importance of sales today, but of preparing our men for problems they will face tomorrow.

"Meanwhile, for selling the products we already have, we give the men charged with it full responsibility. And we try to give all our salesmen adequate training, stimulation and reward."

At Burroughs sales determines whether any new product is offered.

In charge of "sales creation" for this country and Canada is Willis E. Morgan, vice-president for marketing. Abroad, this responsibility rests with R. W. MacDonald, general manager of international sales—which accounts for one-third of the corporation's \$153 million volume.

Both Morgan and MacDonald sit on the Management Policy and re-



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1,400,000
people**

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lated committees, and on the Product Release Committee—of which Morgan is chairman. Under Morgan on the organization chart are William C. Sproull, whose department handles advertising throughout the world (through Campbell-Ewald Co. here and J. Walter Thompson Co. overseas); the directors of marketing research and marketing personnel, and the general sales and service managers. General Sales Manager N. L. Mudd heads the Microfilm Committee, which guides sales of these products—of Bell & Howell, Chicago—around the world.

All major makers of business machines, Coleman points out, have long recognized Sales. But in other industries top management is still less alert: "Take companies that supply component parts for other manufacturers. They produce on contract for a few large customers. They say they don't need a sales force . . .

"Don't they? What happens when they lose one or two of those precious customers? Such companies forget that a sales force can make their business doubly dynamic: Both by creating more customers and by helping to create better products to meet customers' requirements.

"We at Burroughs have made mistakes too. But, among other things, we've tried pretty hard to build the men, to give them marks to shoot at, and rewards when they hit them. Burroughs as a whole intends to expand at least as fast as our industry. Each of our branches also competes against industry averages in its area. We've also worked out a plan under which each branch manager works out his own profit-and-loss statement. His income hereafter would be related to his profit.

"Nearly all of our representatives are paid in proportion to their volume. In addition, each branch manager gets an override on dealer sales. (In 1952 branch managers started to sign dealers for such smaller equipment as adding machines and supplies.)

"All businesses today must have more figures—faster. We're building the machines to meet the needs. But we still have to prove to businessmen what we can do for them—and save them."

With the growth, diversity and complexity of the line, Burroughs has formed several sales forces.

"Full-line" men handle products ranging from \$100 adding machines to \$5,000 Sensimatic accounting machines. ("Too many of our salesmen have learned," John Coleman says, "that they can sell the \$5,000 product for almost the same effort

as the \$100. We now limit their efforts on the one to encourage them to devote at least as much of their time to the other.")

Other sales groups handle products for national defense; new ticket-issuing machines for railways and airlines, and soon will concentrate on new electronic devices.

"We're now working on policies and procedures for the first phase of marketing high-speed electronic document printers. The new machines—which will rent for \$4,000 or \$5,000 a month—won't be formally offered for about 18 months. But we have started to train the separate sales force for them.

"These men all have had experience in selling our orthodox lines. For the first 100 machines we're training 38 men. It will take nine

months before they are able even to talk to prospects. Then for six months the machines will be tried out with key customers before we formally start to market them."

Recently, President Coleman asked Sales Executive Morgan and Market Research Director H. F. Waite to make separate projections of the business Burroughs might expect by 1963.

"They agreed," Coleman says, "within 5%."

Calvert's Top Team "Pumps up Demand"

"Distribution is more than filling pipelines: it's pumping up demand," asserts W. W. Wachtel, president of Calvert Distillers Corp., New York.

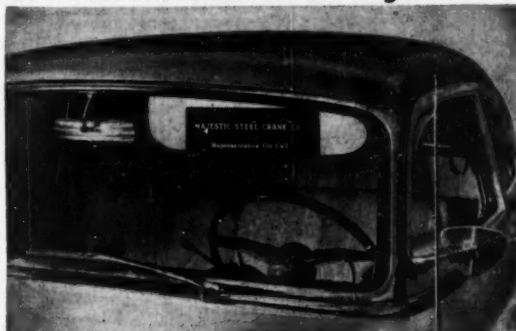
In the distilling business—hemmed in by hundreds of national, state and

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Visor Signs

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- ☐ Emergency Call
- ☐ Emergency Service
- ☐ Special Delivery
- ☐ 5 Minutes Please
- ☐ 5 Minute Pick Up

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WANTED NOW for permanent staff, national producer of training films and other visual media. Must be a planner and idea man, with broad background of writing advertising, sales promotion or training material in automotive merchandising field. Position requires some personal creative work, but primarily editorial supervision and ability to contact clients at high level. Automotive technical knowledge desirable. An unusual and challenging opportunity to become key man on large account. Preferred age 30-40. Send resume. Qualified men will be interviewed. Detroit location. Box 3010.

local restrictions on sales and advertising; burdened by taxes which take about 40% of the price of every bottle the consumer buys—the pumping problems steadily multiply.

Nevertheless, Calvert contributes a large share to the growth of its parent, Distillers Corp.-Seagrams, Ltd., of Montreal. With annual sales of about \$800 million and net profit of about \$39 million DC-S has become the largest factor in the world's whiskey business.

Bill Wachtel emphasizes that top management should not only stimulate all engaged in Sales, but should do its part at the pumps.

One recent contribution of Calvert's president is a "home bar"—Calvert whisky and gin, packaged together. Advertisements say: "Giving a party? Have them *both* when folks drop in."

Especially, Wachtel shows the importance of harnessing together all sales-development forces: "When I was getting started in the food business (with Sunshine Biscuits, in Kansas City) the sales manager wouldn't talk to the advertising manager." But as the sales manager has emerged as a *marketing* manager, "we've learned that sales in print and on the air are the same as sales to the distributor or dealer. The marketing manager must supervise advertising as one of the forces in the whole business-development program."

Long marketing director and now executive vice-president of Calvert is Tubie Resnik. Reporting to Tubie are, among others, vice-presidents Walter Terry and Myron Froehlich; Edgar E. Guttenberg, vice-president for advertising; Walter C. Houghton, advertising manager, and Jack Glasser, publicity director. Resnik also supervises the work of the advertising agencies: Lennen & Newell and Geyer Advertising, Inc.

"Whatever our titles and responsibilities," Wachtel points out, "we're all building a whisky business together. We're all interdependent. Each of us also must be a bit bigger and broader than the functions of his individual job. At Calvert we've developed our 10 key men so that they can double for one another at meetings. Any two-man team can present all aspects of a program—product, sales, advertising and the rest."

Man-development, in fact, extends through the entire organization. Wachtel insists that every salesman learn public speaking. In the expansion of the business he has tried to see that every manager has a rung or two higher within reach—and becomes capable of reaching it.

"In the last few years," he ex-

plains, "Tubie Resnik has moved up two big steps from general sales manager. As our sales increased, his own earnings rose about 50% . . . One of these days, Tubie will be president."

"The president should see to it that his people can get along *without him*: Last summer I played hooky in Europe for seven weeks. For the first time since I became president of Calvert in 1935, I missed our annual sales meetings. The boys really outdid themselves!"

Bigelow Organizes to Turn Carpet Sales Trend Upward

The buyers' market is hardly news to some industries. Per capita buying of carpet today, for instance, is only about half what it was a half-century ago.

To reverse this trend the carpet industry and individual manufacturers are developing and putting to work new marketing forces. And as the industry's largest manufacturer, Bigelow-Sanford Carpet Co., New York, is trying to set the pace.

Among other things, Bigelow-Sanford is launching lower-priced lines to reach a wider market. It is strengthening research, marketing and merchandising efforts. And while tightening sales controls at the top, it is giving field managers more incentive and opportunity.

Sumner J. Robinson, vice-president for sales, estimates the company's volume for 1953 at about \$73 million. Despite a healthy gain from \$67.2 million in 1952, Bigelow-Sanford still is some distance from its all-time peak of \$98 million, reached in 1950.

Rejoining the company in 1949 as general sales manager, Robinson was made a vice-president in 1952. He and several other vice-presidents report to the executive vice-president, W. N. Freyer.

An increasingly sales-minded management has helped.

"Right after World War II," Robinson says, "we had only three regional sales managers. They lived in New York and traveled out to their territories. Today, we have six regions—all operating units—with offices in New York, Cleveland, Chicago, San Francisco, Atlanta and Dallas. We also have district offices in various areas, and 10 warehouse points.

"The regional manager is responsible for operations. Under him, among others, is a merchandising manager. He does his own sales planning and developing and is responsible for results. The regional setup, which we launched in 1952,

is new to our industry. We believe it will pay off in profitability.

"Meanwhile, at headquarters we have established such functions as general marketing manager and sales projects manager—the latter to 'pilot test' new marketing and merchandising ideas. We've gone in for market research and sales analysis, for sales budgeting and sales control. We're planning."

In addition to directing sales planning, Sumner Robinson sits on the overall company planning committee. Regional managers advise on products and programs.

Of a total 35,000 retail carpet outlets in the country, Bigelow concentrates on 4,800. Part of its growth tomorrow, Robinson says, will come from providing stronger help to them.

In addition to the widely diversified Bigelow line which is marketed direct to retailers under a selective distribution program, Robinson stated that the company, during 1953, created an entirely new and separate line of rugs and carpets—less broad in scope and with greater emphasis on popular price brackets. This line is being marketed entirely through wholesale distributors under the "Sanford" trademark.

"Use of two separate distribution networks by a single firm is a marketing innovation of major magnitude in the carpet industry," Robinson explained, "and it is already paying off through better balanced production schedules and increased sales volume."

Throughout its long history, the carpet industry has relied on—and has been at the mercy of—carpet wool, imported from Asia and South America. In recent years the price of this wool rose eight times, from 27 cents to \$2.25 a pound, before "settling" at around 90 cents. This condition has caused Bigelow and other large makers to add a special carpet type rayon.

Perhaps the most noteworthy fact about the "new" carpet industry, Sumner Robinson believes, is that it is no longer "shackled to a sheep."

Harnischfeger Takes Hard Look at Sales Costs

"The time has come," says Henry Harnischfeger, "to measure costs in terms of results."

Like a lot of other companies, since World War II, the 69-year-old Harnischfeger Corp., Milwaukee, has spent a lot of money to give its sales organization new products and potentials and the direction, training and promotion to make the most of them.

"Now that selling is getting

tougher," says the executive vice-president, "we expect our men to produce."

Harnischfeger has built a \$68-million-a-year business on big sales tickets for products serving many industries. In addition to such older lines as electric shovels, excavators, cranes, hoists and welding equipment, it has gone more recently into production of diesel engines, soil stabilizers and prefabricated homes.

As the markets have diversified, so have the responsibilities for supervising and selling the products.

"Our sales operations," explains Henry Harnischfeger, "are guided by a vice-president, Fred Salditt, who is also a director of the company. He heads the Sales Committee and is a member of the Executive and Engineering committees. He directs five product-line sales managers."

Since 1946, while sales increased 150%, he points out, the size of the sales force has been doubled. To prepare the men for new problems and more competitive conditions, methods of selection and training have been systematized and improved. Also three divisions operate under general managers, who report to the executive v-p. Each has its own sales organization.

In areas where the business warrants, Harnischfeger now employs specialist salesmen for each of the older lines. But in thinner territories one man handles all of them. (Generally, engineered products, such as overhead cranes and large excavators, are sold direct to users; others through distributors.) . . . The special problems involved in the more widely distributed diesel engines and prefab homes have led to separate sales forces for them. Both the older and newer lines have contributed to the company's rapid growth. Nearly all the men in all the sales forces have done all right . . . until now.

"We've tried—and we'll keep on trying—to help them all we can," Henry Harnischfeger emphasizes. "But we can't do their job for them. The honeymoon of the seller's market is over. We've all got to face some new realities—realities which may be with us for a long time. Now it's up to the salesmen to bring in the buyers."

"Some of our men, who suddenly discovered that selling involves work, have left to find easier ways to make a living. And some of those still with us who are doing only part of their job, are being replaced."

"Harnischfeger is reappraising— all along the line. We're taking a harder look at policies. We're weighing management, as well as men—

measuring costs in terms of results.

"Among other things, we're reappraising advertising. Our company advertises extensively—through three agencies: the Buchen Co., Hoffman & York, and Burnett & Logan. Products are promoted in about 40 business publications; prefabricated homes also in "shelter" magazines. We run an institutional campaign in executive papers. We don't plan to cut down on advertising. In fact, we're increasing it. But we do intend to see that every advertising dollar does its job."

"In sales, in promotion and advertising, Harnischfeger is going to fight harder than ever for business. But whatever we do has got to pay."

The End

Claude Hopkins

Might Have Answers To Your Advertising Problems

As few men have before or since, Claude Hopkins knew the answers to advertising problems.

One of the highest-paid writers in all advertising history, 30 years ago he summed up the fruits of years of copy testing in a small, long-out-of-print book titled, "SCIENTIFIC ADVERTISING." Amazingly, these money-making ideas of his were all but forgotten during the years this work was not available. Famed researcher Alfred Politz, who rediscovered the book says, "Hopkins knew then what we are only beginning to re-learn today."

Now this small masterpiece has been re-issued as a service to all Advertising. It is priced at only \$2.00 per copy. Anyone who plans, writes or pays for advertising will find its reading enjoyable and may well find relief from many doubts that trouble him.

Discount prices on orders: 5 to 9 copies, 10% off . . . 10 to 24 copies, 15% off . . . 24 to 49 copies, 20% off . . . 50 or more copies, 25% off.

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February Retail Sales Forecast: \$12.3 Billion

The volume of retail sales in February will probably total \$12.3 billion, reflecting a two percent drop from the corresponding level of February, 1953. The expected post-Xmas lull in retailing has so far affected hard goods, autos and appliances particularly, while apparel and general merchandise lines have been enjoying a somewhat better than expected sales performance. There have been few distress sales in January and department store sales ran somewhat higher than in the very good month of January, 1953.

Overall sales volume may be expected to pick up when 1954 model cars hit the market, provided the unemployment figure—now running close to two million—does not continue to rise. In any case, however, there will be renewed emphasis on promotion and merchandising as we move more and more into a buyer's market. Regionally, farm states which suffered the initial impact of declining income trends show the most serious lags in retailing.

Among those states reporting better-than-average performance for this February as opposed to last February, are:

Florida	Michigan
Indiana	Ohio

The leading cities, those with a city-national index well above average, are:

Royal Oak-Ferndale, Mich., 116.8;
Long Beach, Cal., 115.4;
York, Pa., 115.2;
Flint, Mich., 115.1;
New London, Conn., 115.0;
Jackson, Mich., 114.5;
Portsmouth, Ohio, 114.4;
Riverside, Cal., 114.4;
Detroit, Mich., 112.7;
Knoxville, Tenn., 111.4;
Bellingham, Wash., 111.1;
Grand Rapids, Mich., 111.0;
Evansville, Ind., 110.8;
Portland, Me., 110.3;
Saginaw, Mich., 110.1;
Gary, Ind., 110.1.

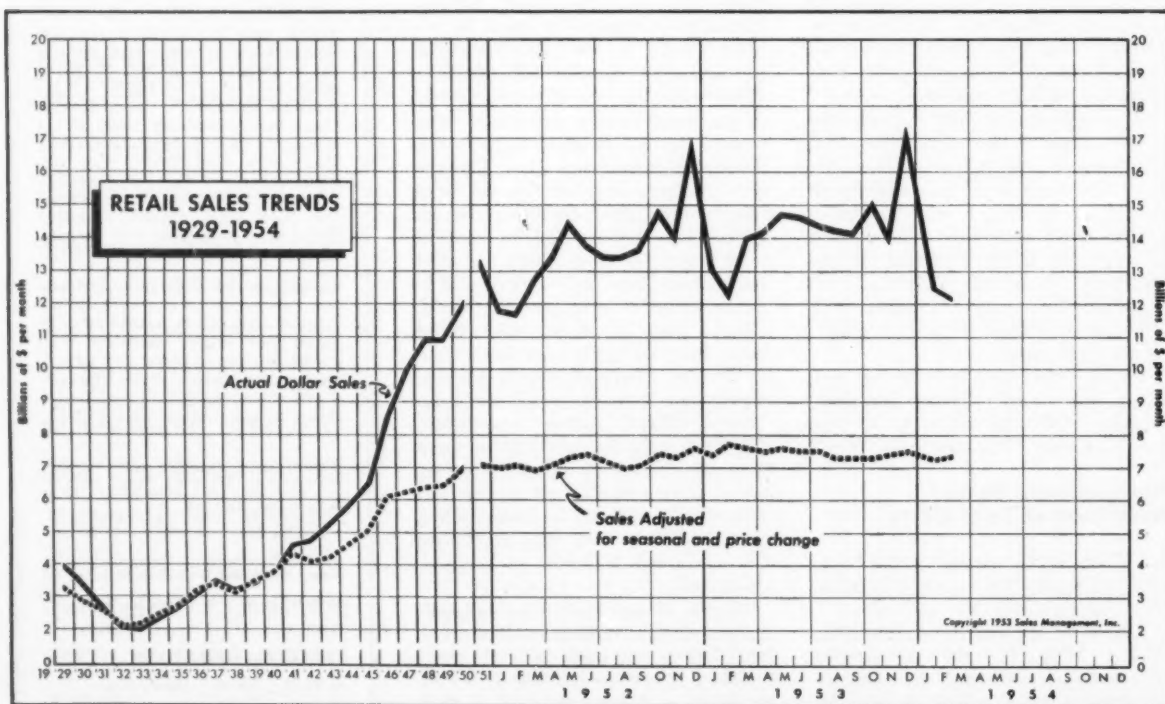
Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1954 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1954 vs. 1953," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National In-



Retail sales in February will total 12.1 billion dollars, reflecting a 2% decline over February, 1953. This volume of sales, in terms of 1935-39 dollars, when adjusted as shown above, is 7.4 billion dollars.

The break between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.

dex, 1954 vs. 1953" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1953 which equals or exceeds the national change.

RETAIL SALES FORECAST
(S.M. Forecast for February, 1954)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1954	1954	1954	(Million)
	vs.	vs.	vs.	February
	1939	1953	1953	1954

UNITED STATES

439.5 98.0 100.0 12328.00

Alabama

Birmingham ...	479.0	92.3	94.2	34.47
Gadsden	611.0	96.8	98.8	5.01
★ Mobile	634.7	98.0	100.0	12.82
Montgomery ...	459.1	94.1	96.0	9.32

Arizona

Phoenix	678.7	94.0	95.9	21.38
★ Tucson	743.9	100.4	102.4	11.53

Arkansas

Fort Smith ...	515.4	92.4	94.3	5.36
Little Rock ...	406.4	95.2	97.1	11.46

California

Bakersfield	462.4	94.8	96.7	10.59
Berkeley	385.8	91.4	93.3	8.68
Fresno	473.7	91.6	93.5	16.58
★ Long Beach ...	587.9	113.1	115.4	33.10
★ Los Angeles ...	485.9	105.8	108.0	235.85

RETAIL SALES FORECAST
(S.M. Forecast for February, 1954)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1954	1954	1954	(Million)
	vs.	vs.	vs.	February
	1939	1953	1953	1954

California (cont.)

Oakland	383.3	90.3	92.1	45.54
★ Pasadena	526.2	104.4	106.5	19.05
★ Riverside	618.4	112.1	114.4	7.05
★ Sacramento ...	437.8	99.3	101.3	22.72
★ San Bernardino.	537.3	99.3	101.3	9.51
★ San Diego	631.5	101.4	103.5	39.66
San Francisco ...	328.3	93.6	95.5	82.70
San Jose	454.8	93.0	94.9	13.78
★ Santa Ana	554.2	103.2	105.3	7.15
★ Santa Barbara .	470.6	105.1	107.2	7.20
Stockton	487.7	94.7	96.6	11.90
Ventura	476.4	92.9	94.8	3.43

Colorado

Colorado Springs	396.4	94.2	96.1	5.47
Denver	393.3	94.9	96.8	45.98
★ Pueblo	427.3	100.5	102.5	6.41

Connecticut

★ Bridgeport	442.4	98.1	100.1	21.36
★ Hartford	375.2	99.3	101.3	26.75
Middletown	433.3	94.5	96.4	3.38
★ Meriden				
Wallingford	404.9	100.5	102.5	5.83
New Haven	339.8	97.1	99.1	19.47

How Important Is

NORWALK, Conn.?

Norwalk is a big shopping center—listed by Sales Management as a metropolitan area — a market of 92,000 population.

Norwalk's family sales of \$4,446—27% above average—are a good indicator of what you can look for. That's because the market quality index is 135.

There's a big margin for you to work on.

THE NORWALK HOUR, with dominating circulation in this high income area, is the surest way to get more sales for your advertising dollars. 15,252 daily circulation—91% coverage of the city zone homes, 55% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

You Always Get More In Middletown

1954 will be a real test . . . it will require top notch management, top notch selling and good hard-hitting advertising . . . in the right markets.

Take a long look at the Greater Middletown Market (Middlesex County)! A growing market with more families—more business activity and more chances to sell. Higher-than-average family in come and sales, plus a single newspaper fully equipped for the big job ahead, mean more volume for you at a smaller cost.

"You Always Get More In Middletown"

No combination of incoming, non-local papers comes anywhere near equalling the coverage of The Press.

The Middletown Press prints in black and white or two colors.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

FOR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

1953 BUILDING PERMITS IN STAMFORD TOTAL \$15,946,502

1953 CONSTRUCTION OF
SINGLE DWELLINGS
INCREASES 37%
OVER 1952!

ARE YOU GETTING YOUR
SHARE OF THIS PREFERRED*
CITY'S BUSINESS?

*Preferred by its families because
of the stability of its industries
and high wages Family income
is \$8,282 . . . 63% above national
average and first among the 200
largest cities of the country.

STAMFORD ADVOCATE Stamford, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

Biddeford - Saco

With a family income of \$5,586—
\$961 above the state average and
retail sales per family of \$3,567,
your advertising in this top level
market just can't miss—if you pick
the right medium.

The Biddeford Journal, read in
95% of the homes, is your best
introduction to a big sales vol-
ume. It's your best buy in Maine.

THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Nat'l.	
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Connecticut (cont.)

★ New London . . .	423.6	112.7	115.0	5.38
★ Stamford	481.6	99.5	101.5	8.38
Waterbury	371.3	97.7	99.7	10.62

Delaware

★ Wilmington	401.4	99.0	101.0	17.14
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District of Columbia

Washington	380.9	95.8	97.8	100.75
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Florida

★ Jacksonville . . .	513.6	100.5	102.5	24.96
★ Miami	597.3	104.2	106.3	40.50
★ Orlando	512.7	100.5	102.6	8.87
★ Pensacola	545.9	103.4	105.5	6.06
★ St. Petersburg . .	575.7	99.5	101.5	12.32
★ Tampa	540.9	102.0	104.1	16.39

Georgia

★ Albany	587.9	104.4	106.5	3.88
★ Atlanta	466.6	100.7	102.8	52.77
★ Augusta	514.5	90.4	92.2	8.49
★ Columbus	534.6	93.0	94.9	8.34
★ Macon	435.8	94.3	96.2	7.19
★ Savannah	441.4	99.9	101.9	10.02

Hawaii

★ Honolulu	433.1	99.7	101.7	22.48
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Idaho

★ Boise	365.5	92.5	94.4	5.30
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NEW LONDON

A REAL HIGH SPOT CITY!

First In Connecticut
and New England*
Third In the
United States*

(* January S/M Forecast)

Put Your Money In

The  Day

and get the benefit of
good business, brisk sales

Reach 95% of all families in
this 61,547 population area

23,100 daily circulation

12c a Line

Gilman, Nicoll & Ruthman

National Representatives

MAINE'S BIGGEST MARKET

7 Counties in our
ABC Retail Trading Area

Better than 1/3 of the
states total income and
retail sales covered by one
big medium—

Bangor Daily News

"Maine's Largest Daily Newspaper"

67,071 Daily—71,619 Sat., Sun.

Rep. by Small, Brewer & Kent, Inc.

RETAIL SALES FORECAST
(S.M. Forecast for February, 1954)

City	City	Nat'l.	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Illinois

★ Bloomington	414.6	106.7	108.9	5.39
Champaign-Urbana	428.7	93.3	95.2	7.03
★ Chicago	386.7	99.7	101.7	384.70
Danville	393.5	94.7	96.6	4.84
Decatur	367.8	93.3	95.2	7.76
East St. Louis	435.6	92.8	94.7	7.58
Moline-Rock Island				
E. Moline	430.2	97.0	99.0	10.54
★ Peoria	356.9	99.0	101.0	14.31
★ Rockford	462.8	100.2	102.2	13.33
★ Springfield	428.6	101.5	103.6	11.53

Indiana

★ Evansville	466.0	108.6	110.8	13.84
★ Fort Wayne	468.3	106.9	109.1	17.28
★ Gary	517.3	107.9	110.1	14.69
★ Indianapolis	446.9	101.2	103.3	55.33
★ Lafayette	410.7	105.9	108.1	5.01
★ Muncie	367.3	101.1	103.2	5.95
★ South Bend	527.3	100.9	103.0	16.61
Terre Haute	402.7	95.4	97.3	8.90

Iowa

Cedar Rapids	406.9	94.5	96.4	8.83
★ Davenport	411.1	98.5	100.5	9.25
★ Des Moines	449.1	106.1	108.3	24.25
Dubuque	414.7	96.3	98.3	5.35
Sioux City	341.5	89.7	91.5	8.81
★ Waterloo	415.6	99.6	101.6	7.79

Kansas

Hutchinson	388.7	88.2	90.0	4.12
Kansas City	419.1	97.3	99.3	9.64
Topeka	413.5	96.0	98.0	8.56
Wichita	613.8	94.6	96.5	21.42

Kentucky

★ Lexington	414.7	98.2	100.2	9.00
★ Louisville	454.2	98.3	100.3	39.06
Paducah	536.4	94.9	96.8	5.15

Louisiana

★ Baton Rouge	622.4	102.5	104.6	11.39
Lake Charles	575.7	94.5	96.4	4.26
Monroe-West Monroe	505.5	95.0	96.9	6.47
★ New Orleans	459.6	98.2	100.2	47.43
Shreveport	482.8	97.8	99.8	14.92

Maine

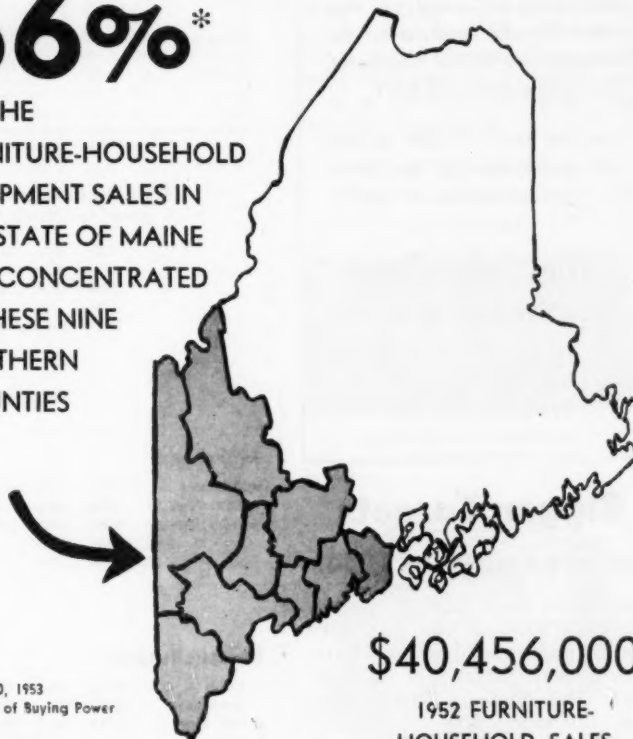
Bangor	319.3	93.8	95.7	4.47
★ Lewiston-Auburn	360.5	102.2	104.3	6.02
★ Portland	339.4	108.1	110.3	10.42

**Are You Advertising To Acreage
Or To People With Money To Spend?**

**The PORTLAND, MAINE Market
is a Nine County Sales Area**

66%*

OF THE
FURNITURE-HOUSEHOLD
EQUIPMENT SALES IN
THE STATE OF MAINE
ARE CONCENTRATED
IN THESE NINE
SOUTHERN
COUNTIES



* May 10, 1953
Survey of Buying Power

\$40,456,000

1952 FURNITURE-
HOUSEHOLD SALES

The PORTLAND newspapers give you
94% coverage of the city and retail trade
zone and 52% of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays

PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

The odds are in your favor

This is especially true in 1954. Families here are accustomed to better living. Seasons or years make no difference. They buy what they want, when they want it because income is high — employment is steady and most everyone owns his own home. Family food sales, for example, are \$1,407 compared to a U.S. average of \$879.

You can reach 30,000 people with a schedule in the Times. It's your guarantee of results.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

Bigger Targets are necessary in 1954!

Reach more people through a *single* advertising medium. Get more sales from *your* advertising dollars. Metropolitan areas are in the spotlight today. The Pittsfield Metropolitan Area (Berkshire County) is well fortified to do this big job for you.

1. Family income is \$5,806.
2. Family retail sales are \$3,876—highest of all metropolitan areas in Massachusetts.
3. Total retail sales are 16% above average.
4. Payrolls are at record-high levels—General Electric, for example, averages \$1,000,000 weekly.
5. Family for family, the Pittsfield market is the most responsive mass-market in the state.
6. The Berkshire Eagle reaches 100% of the families in the city zone and 70% of the entire county.

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Maryland

★ Baltimore	384.5	101.2	103.3	95.96
Cumberland	300.0	92.0	93.9	4.20
★ Hagerstown	368.4	98.3	100.3	4.20

Massachusetts

Boston	251.1	96.1	98.1	93.73
Brockton	298.6	95.2	97.1	6.18
★ Fall River	339.8	99.5	101.5	9.04
★ Holyoke	390.6	100.0	102.0	5.61
Lawrence	331.9	95.3	97.2	7.80
Lowell	402.0	94.7	96.6	8.16
Lynn	386.3	95.8	97.8	8.77
New Bedford	336.6	96.9	98.9	9.02
Pittsfield	334.4	92.4	94.3	5.35
★ Salem	397.7	100.9	103.0	5.13
★ Springfield	336.5	99.6	101.6	18.51
Worcester	340.2	95.5	97.4	20.72

Michigan

★ Battle Creek	490.0	99.7	101.7	7.84
★ Bay City	438.0	102.2	104.3	6.22
★ Detroit	489.1	110.4	112.7	213.79
★ Flint	464.5	112.8	115.1	21.88
★ Grand Rapids	465.3	108.8	111.0	24.71
★ Jackson	477.7	112.2	114.5	8.79
★ Kalamazoo	423.3	105.2	107.3	9.99
★ Lansing	456.5	101.3	103.4	13.97
★ Muskegon	474.0	103.1	105.2	7.30
★ Pontiac	503.9	105.0	107.1	10.28
★ Port Huron	405.9	103.5	105.6	4.83
★ Royal Oak				
Ferndale	675.5	114.5	116.8	9.66
★ Saginaw	469.9	107.9	110.1	11.09

TAUNTON, MASS.

Made To Order For Sales

With the highest family income of the three large markets in Bristol County, there's less sales resistance in Taunton.

You can count on a bigger return for your advertising dollars—your products get faster acceptance because decisions to buy are made faster.

The Gazette, reaching more than 90% of all Taunton families, gives you that big sales lift . . . balances out other not-so-profitable markets. In Massachusetts, Taunton is a "must" if you really want to make your sales quota.

Taunton Gazette

Taunton, Massachusetts
Established 1884

Represented by The Julius Mathews
Special Agency, Inc.

CORNING, N. Y.

Security means Sales

In CORNING, N. Y., employment is steady—wages are high and sales 36% above average. This \$96,394,000 market, secured by such leading industries as Corning Glass, Ingersoll Rand, Westinghouse is going ahead at a fast pace.

The Evening Leader is the only medium providing complete coverage of the \$96,394,000 market.

Send for your copy, "Meet Jim Foster," Corning market story.

The Corning Leader

CORNING, N. Y.

Represented by
The Julius Mathews Specialty Agency

... for full
population, sales
and income data
on these cities
see the MANA
10 POWER
LES

MANA
Survey
Buying Power

SALES MANAGEMENT

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Minnesota

Duluth	326.6	97.5	99.5	10.32
Minneapolis	345.6	95.3	97.2	61.14
St. Paul	311.4	95.7	97.7	34.29

Mississippi

Jackson	514.0	90.6	92.4	8.79
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Missouri

Joplin	354.6	92.8	94.7	4.22
Kansas City	443.1	96.8	98.8	65.49
St. Joseph	329.5	90.7	92.6	6.26
★ St. Louis	378.2	99.3	101.3	87.89
Springfield	430.4	94.0	95.9	7.36

Montana

Billings	416.4	97.6	99.6	5.08
Butte	220.0	91.4	93.3	3.63
Great Falls	359.0	90.7	92.5	4.81

Nebraska

★ Lincoln	389.1	98.4	100.4	10.23
Omaha	386.6	93.9	95.8	26.79

Nevada

Reno	396.7	97.4	99.4	5.95
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New Hampshire

Manchester	335.3	95.8	97.8	7.41
Nashua	329.5	95.6	97.6	3.13

New Jersey

Atlantic City ..	373.0	97.4	99.4	10.93
★ Camden	432.1	103.7	105.8	14.00
Elizabeth	385.8	97.2	99.2	11.42
★ Jersey City ..				
Hoboken	323.7	100.5	102.5	24.63
★ Newark	341.9	102.7	104.8	56.01
Passaic-Clifton ..	388.0	96.6	98.6	11.87
★ Paterson	388.3	104.7	106.8	17.55
★ Trenton	391.8	106.0	108.2	16.81

New Mexico

★ Albuquerque ..	875.8	106.1	108.3	13.40
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RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

New York

★ Albany	367.3	99.6	101.6	18.29
Binghamton	352.0	93.8	95.7	9.82
★ Buffalo	404.5	104.2	106.3	66.50
Elmira	396.0	97.1	99.1	7.01
★ Hempstead				
Township	552.6	106.5	108.7	42.94
Jamestown	413.8	95.9	97.9	5.71
New York	342.7	97.3	99.3	718.65
★ Niagara Falls ..	398.7	100.6	102.7	9.29
★ Poughkeepsie ..	385.5	104.0	106.1	7.17
★ Rochester	333.4	98.1	100.1	37.21
★ Rome	434.2	99.1	101.1	3.43
Schenectady	387.8	94.3	96.2	11.40
★ Syracuse	377.7	98.6	100.6	26.29
Troy	356.3	94.8	96.7	7.98
★ Utica	378.8	103.6	105.7	11.25

North Carolina

Asheville	410.1	93.7	95.6	6.93
Charlotte	528.4	97.5	99.5	16.54
Durham	463.4	92.6	94.5	7.60
★ Greensboro	707.1	101.0	103.1	12.94
★ Raleigh	503.6	100.2	102.2	8.41
Salisbury	375.3	96.8	98.8	2.74
Wilmington	457.7	96.9	98.9	4.44
★ Winston-Salem ..	431.3	100.2	102.2	8.28

North Dakota

Fargo	370.1	90.0	91.8	4.96
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Ohio

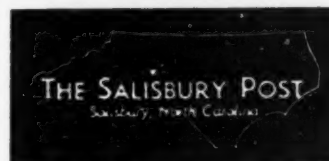
★ Akron	412.6	100.6	102.7	29.38
★ Canton	404.1	102.0	104.1	13.90
★ Cincinnati	367.3	101.4	103.5	55.58
★ Cleveland	402.5	101.9	104.0	111.14
★ Columbus	397.5	101.7	103.8	41.54
★ Dayton	468.0	100.5	102.6	32.71
★ Hamilton	514.9	101.5	103.6	6.90
★ Lima	453.1	99.9	101.9	6.66
★ Lorain	571.8	113.0	115.3	6.29
★ Mansfield	429.1	104.8	106.9	6.05
★ Middletown	408.3	89.4	91.2	3.92
★ Portsmouth	401.6	112.1	114.4	4.98
★ Springfield	405.0	95.1	97.0	8.18
★ Steubenville	296.8	104.5	106.6	4.60
★ Toledo	408.6	102.9	105.0	35.30
★ Warren	492.3	107.5	109.7	6.99
★ Youngstown	328.2	93.2	95.1	17.20
★ Zanesville	341.9	99.6	101.6	4.41

ONLY THE POST

—reaches
—influences
—sells

the City of Salisbury, the County of Rowan, in the heart of teeming Piedmont Carolinas. The total circulation of all metropolitan state papers combined in this great market is a fraction over 3000. Post circulation over 16,000.

Write, 'phone, wire
for detailed facts
and figures.



WARD-GRIFFITH COMPANY
Representatives



*
LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE

DID YOU KNOW ?

With its 81% coverage, the Louisville Courier-Journal Sunday Magazine compares favorably with the 58.2% average coverage of the Parade newspapers, with the 47.5% average coverage of the This Week newspapers, and with the 44.6% average coverage of the American Weekly newspapers. In addition, it offers 15% or better coverage of 69 counties in Kentucky and southern Indiana.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.

Altoona, Pa. is a good TEST MARKET

...as many important
factors **PROVE!**

- ▶ It's well isolated from other cities.
- ▶ It has typical distributive outlets.
- ▶ Its citizens have average incomes.
- ▶ It has a splendid mixture of industry and farming.
- ▶ It has excellent year-round stability and a good record as a test city.
- ▶ Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

**ALTOONA'S ONLY
EVENING NEWSPAPER**

RICHARD E. BEELER
Advertising Manager

Altoona Mirror.



The Bethlehem Globe-Times

Roland L. Adams, President
De Lisser, Inc., national representatives

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for February, 1954)

City Index	City Index	City Nat'l. Index	\$ (Million)
1954	1954	1954	February
vs.	vs.	vs.	1954
1939	1953	1953	

Oklahoma

Bartlesville	428.3	92.8	94.7	2.27
Muskogee	358.8	92.6	94.5	3.05
Oklahoma City	445.9	95.4	97.3	26.89
★ Tulsa	548.3	99.8	101.8	24.40

Oregon

Eugene	560.5	92.6	94.5	6.67
Portland	397.8	91.3	93.2	47.98
★ Salem	516.5	100.5	102.5	6.87

Pennsylvania

Allentown	401.9	97.8	99.8	12.82
Altoona	310.0	95.8	97.8	6.51
★ Bethlehem	445.1	103.4	105.5	6.32
★ Chester	463.6	102.2	104.3	8.02
★ Erie	505.4	99.4	101.4	16.02
Harrisburg	393.6	97.2	99.2	12.99
Hazleton	327.0	97.0	99.0	3.63
★ Johnstown	326.3	98.2	100.2	7.70
Lancaster	335.5	94.8	96.7	7.85
★ Norristown	362.2	99.4	101.4	4.02
★ Oil City	373.4	102.9	105.0	2.39
★ Philadelphia	377.7	100.8	102.9	190.11
Pittsburgh	353.2	91.8	93.7	78.22
★ Reading	371.1	106.5	108.7	13.36
Scranton	293.0	93.1	95.0	10.84
★ Wilkes-Barre	354.0	101.0	103.1	9.63
Williamsport	385.4	95.7	97.7	5.28
★ York	434.7	112.9	115.2	8.52

Keen Readers...

...are portrayed in the Ford Foundation report that **88% of the adults of Norristown read the NORRISTOWN TIMES HERALD.**

Keen Advertisers...

...are reflected in the big 1953 total of 1,210,771 lines! Their selling ace is the **moving local force of the TIMES HERALD.**

**Montgomery County's
Great Home Newspaper**

Times Herald •

NORRISTOWN, Pa.

Represented Nationally by
The Julius Mathews Special Agency

Get Into The Circle

The CALL covers 98% of Woonsocket dwelling units... takes your sales story right into the home where household budgets are determined — shopping decisions are made — consumption preferences are formed. Put your product right in the "family circle" of this profitable "plus-market" through the city's one-and-only local daily, the —

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
**COVERS RHODE ISLAND'S
PLUS MARKET**

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Rhode Island

Providence	309.0	95.5	97.4	26.73
Woonsocket	315.0	90.2	92.0	4.00

South Carolina

Charleston	400.0	90.6	92.4	7.64
★ Columbia	549.1	104.4	106.5	11.97
Greenville	480.7	95.8	97.8	8.22
Spartanburg	501.6	90.6	92.4	6.12

South Dakota

Aberdeen	512.9	91.9	93.8	3.18
Sioux Falls	375.8	91.6	93.5	5.75

Tennessee

★ Chattanooga	457.2	105.4	107.6	16.78
★ Knoxville	492.8	109.2	111.4	17.05
Memphis	460.7	95.4	97.3	41.00
★ Nashville	429.4	98.7	100.7	22.67

Texas

Arlene	625.5	92.4	94.3	5.88
Amarillo	615.0	90.8	91.6	10.64
★ Austin	496.2	98.3	100.3	13.05
Beaumont	551.5	95.2	97.1	10.92
Corpus Christi	618.7	95.8	97.8	12.93
★ Dallas	594.3	102.7	104.8	67.45
★ El Paso	589.1	102.8	104.9	15.14
Fort Worth	641.4	94.6	96.5	39.19
Galveston	450.3	91.4	93.3	7.34
Houston	561.6	97.2	99.2	71.55
Laredo	558.7	88.6	90.4	3.52
Lubbock	764.7	88.7	90.5	10.63
Port Arthur	451.9	96.9	98.9	6.10
San Angelo	484.2	90.8	92.7	4.89
San Antonio	550.7	97.3	99.3	37.23
Texarkana	448.5	88.9	90.7	4.53
★ Tyler	481.8	99.5	101.5	5.30
★ Waco	598.1	98.9	100.9	9.69
Wichita Falls	472.1	90.7	92.6	7.27

Newport, R. I.

Sales originate in the home.

Sales are the result of family decisions in the home, no matter where the purchase is made.

With an income that tops all other cities and counties in the state, your sales job is off to a fast start in Newport.

You can sell and profitably through Newport County's only daily.

The Newport Daily News

Represented by The Julius Mathews
Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Nat'l.	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Utah

Ogden	503.1	92.3	94.2	6.44
★ Salt Lake City	412.0	101.6	103.7	20.52

Vermont

Burlington	381.1	97.1	99.1	4.23
Rutland	306.6	90.6	92.4	2.33

Virginia

Danville	505.8	95.6	97.5	5.21
★ Lynchburg	375.0	99.1	101.1	5.25
Newport News	554.8	93.0	94.9	6.88
Norfolk	538.8	97.1	99.1	22.52
★ Portsmouth	628.7	103.5	105.6	6.79
Richmond	385.4	97.2	99.2	27.40
★ Roanoke	442.9	98.7	100.7	10.54

BIG STORY in a small ad

296,000 watts
power to 538,480
families with
223,945 TV sets
in 63 counties



WSLS-TV

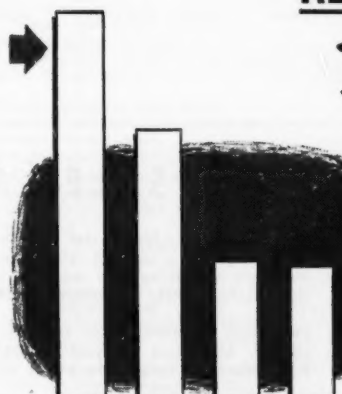
Channel 10 Roanoke, Virginia

National Representative

Avery-Knodel, Inc.

Scranton and Wilkes-Barre A SINGLE MARKET

REALLY and TRULY IS
THE 3rd LARGEST
IN PENNSYLVANIA!



POPULATION
STANDARD METROPOLITAN
DISTRICTS
U.S. CENSUS - 1950

Since 1950, Scranton has acquired 850 completed and occupied housing units in three new projects; 4,000 additional school enrollments to a total of 47,000 diocesan parochial and city public school students.

During the same period bank deposits have increased by \$15,742,607 to total \$182,201,928; bank clearings have increased by \$34,389,413 to total \$330,348,086.

Since the enactment of the Scranton Industrial Development Program in 1946, nine new industries, or expanding plants, have created 9,000 new jobs to a total of 46,000 employed in the City of Scranton.

The Scranton Times

GEORGE A. McDEVITT CO., INC., National Representatives
New York • Chicago • Philadelphia • Pittsburgh • Detroit

average income
per farm



Cover 50 of Wisconsin's
Richest counties, Reach
139,140 radio farm
homes with an annual in-
come well over a billion
dollars.

Sell to the "cream" of
America's Dairyland with:

WKOW-CBS

MADISON, WIS.

Wisconsin's
most powerful radio station
Represented nationally by
HEADLEY-REED CO.

SALES MANAGEMENT TEAM SEEKING NEW CONNECTION

Sales Manager and Assistant Sales
Manager of Metropolitan Boston
AAA Company Manufacturing In-
dustrial Goods for the USA and
Canadian Markets Interested in As-
suming Like Responsibilities with
Qualified Company Providing it De-
sires to Expand and has Facilities and
Means to See it Through. Both are
Mature, Experienced, and Proven.
One Complements the Other. The
Sales Manager's Spacial Forte is his
Ability to Develop and Direct Com-
plete Sales Programs. The Assistant
Sales Manager is Familiar with Tech-
niques for Market and Commercial
Research. Both are Strong in Cust-
omer and Public Relations. Available
after Proper Notice to Present Em-
ployer. Box 3011.

I Can Deliver Fabulous HOUSTON

With the Texas Gulf Coast, population and
industry, its the fastest growing area in U.S.
... Powerful one man force—capable of any-
thing—seeks new association ... Financially
sound, young, well-known, zealous, seasoned
executive with valuable contacts in every field
... Successful accomplishments in marketing,
sales, advertising, promotion and administra-
tion ... Write L. E. Draper, P. O. Box 1426,
Houston. Phone: Linden 2111.

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1939	1953	1953	1954

Washington

★ Bellingham	420.4	108.9	111.1	4.33
★ Everett	439.2	98.3	100.3	5.27
★ Seattle	402.5	98.6	100.6	55.10
Spokane	407.2	93.8	95.7	17.55
Tacoma	429.8	96.5	98.5	15.56
Yakima	458.0	97.1	99.1	6.87

West Virginia

★ Charleston	437.5	101.4	103.5	12.60
Huntington	394.1	92.7	94.6	8.08
★ Wheeling	323.9	100.2	102.2	6.77

Wisconsin

Appleton	405.7	95.5	97.4	4.26
★ Green Bay	386.1	102.8	104.9	6.68
★ Kenosha	478.9	104.2	106.3	6.13
★ La Crosse	431.1	103.1	105.2	5.69
Madison	368.4	97.5	99.5	10.72
★ Milwaukee	385.5	99.2	101.2	72.98
★ Oshkosh	433.3	101.8	103.9	5.20
Racine	446.9	95.6	97.6	7.91
★ Sheboygan	387.5	99.6	101.6	4.65
Superior	311.3	92.6	94.5	3.02

Wyoming

Casper	540.8	97.8	99.8	4.11
Cheyenne	465.9	94.0	95.9	4.24

RETAIL SALES FORECAST (S.M. Forecast for February, 1954)

City	City	City	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	February
1941	1953	1953	1954

CANADA

350.2	100.0	100.0	775.10
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Alberta

★ Calgary	513.2	101.8	101.8	17.14
★ Edmonton	541.6	109.5	109.5	16.68

British Columbia

Vancouver	422.1	96.0	96.0	39.42
Victoria	364.0	95.6	95.6	8.59

Manitoba

Winnipeg	346.1	96.3	96.3	30.42
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New Brunswick

Saint John	225.8	98.4	98.4	3.59
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Nova Scotia

Halifax	288.8	97.2	97.2	9.50
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Ontario

★ Hamilton	317.9	100.4	100.4	17.80
★ London	314.0	112.6	112.6	8.07
Ottawa	266.2	98.0	98.0	13.95
★ Toronto	305.2	106.0	106.0	83.22
Windsor	277.4	99.4	99.4	9.57

Quebec

Montreal	301.4	98.6	98.6	76.50
Quebec	311.3	96.6	96.6	12.67

Saskatchewan

★ Regina	406.6	106.0	106.0	9.88
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SALES MANAGER

The man we are looking for must have comprehensive ability to supervise and further develop a national sales organization currently consisting of three district managers and thirty four salesmen located in three District Sales Offices with thirty Sales Offices in principal industrial cities throughout the United States.

He should be between the ages of 35 to 45 with a minimum of two years of college. Must have five years or more experience as Assistant Sales Manager or Sales Manager devoted to selling products direct to the industrial user market.

He should be in class earning \$12,000 or more annually and free to travel extensively.

This opportunity is with a well established, rapidly growing company with general offices in midwest, which manufactures its own products and sells them direct to the industrial user through their own sales organization.

All replies will be held strictly confidential. Those who can qualify should submit a complete resume of past work experience and educational background to Box No. 3012.

ADVERTISERS' INDEX

Advertising Checking Bureau 98 Agency: Harris & Bond, Inc.	Houston Chronicle 12 Agency: Kamin Advertising Agency	State Teachers Magazines, Inc. 78 Agency: M. Glen Miller Advertising
Aero Mayflower Transit Co. 99 Agency: Sidener and Van Riper, Inc.	Industrial Equipment News 3 Agency: Tracy, Kent & Co., Inc.	Steel 6, 7 Agency: Beaumont, Heller and Sperling
Air Express 73 Agency: Robert W. Orr & Associates	Journal of Accountancy 61	Successful Farming 46-47 Agency: L. E. McGivena & Co., Inc.
Air Force Daily 84 Agency: Clinton D. Carr & Company	Mutual Don Lee 51 Agency: R. W. Webster	Sweet's Catalog Service 78, 3rd Cover Agency: The Schuyler Hopper Co.
Air Force Times 84 Agency: Clinton D. Carr & Company	Little Falls Times 114 Agency: J. Walter Thompson Co.	Switzer Bros., Inc. 22 Agency: Foster & Davies, Inc.
Akron Beacon Journal 82 Agency: Phil DiNucio Advertising	Los Angeles Mirror 57 Agency: J. Walter Thompson Co.	Taunton Gazette 114 J. Walter Thompson Company 21
Altoona Mirror 116 Agency: Ruben Advertising Agency	Louisville Courier Journal & Times 115 Agency: Zimmer-McClaskey Inc.	United Air Lines 32 Agency: N. W. Ayer & Son Inc.
American Red Ball Transit Co., Inc. 70 Agency: N. W. Ayer & Son, Inc.	Lusteroid Container Co. 94 Agency: Fred H. Ebersold	WHHM (Memphis) 103 Agency: Schorr and Muller, Inc.
American Telephone & Telegraph Co. 9 Agency: N. W. Ayer & Son, Inc.	McCall Corporation 1 Agency: Cunningham and Walsh, Inc.	WKOW (Madison) 118 Agency: Madison Advertising Agency, Inc.
American Weekly 2nd Cover Agency: Cecil and Presbrey, Inc.	McClatchy Newspapers 59 Agency: J. Walter Thompson Co.	WLSL (Roanoke) 117 Wall Street Journal 4 Agency: Bozell and Jacobs, Inc.
Architectural Record 30-31 Agency: F. W. Dodge Corporation	McGraw Hill Publishing Co., Inc. 18-19 Agency: Fuller & Smith & Ross Inc.	Washington Post 50 Agency: Lewis Edwin Ryan
Army Times 84 Agency: Clinton D. Carr & Company	Middletown Press 111 Agency: Baker, Johnson and Dickinson	Washington Times Herald 81 Agency: Meller & Wallace Advertising
Aviation Age 35 Agency: Hazard Advertising Company	Milprint, Inc. 64A Agency: Baker, Johnson and Dickinson	Woonsocket Call 116 Agency: Gordon Schonfarber & Associates
Bangor Daily News 112	Minneapolis Star and Tribune 26 Agency: Barton, Barton, Durstine & Osborn Inc.	
Barton, Barton, Durstine & Osborn, Inc. 5	Moline Dispatch-Rock Island Argus 85 Agency: Clement T. Hanson	
Bethlehem Globe Times 116 Agency: Harvey B. Nelson Advertising	Moore Publishing Company 109	
Better Homes and Gardens 97 Agency: Kudner Agency, Inc.	Music Corporation of America 53 Agency: Gotham Advertising Company	
Biddeford Journal 112	National Broadcasting Company 24-25 Agency: J. Walter Thompson Co.	
Booth Michigan Newspapers, Inc. 77 Agency: Fred M. Randall Company	Navy Times 84 Agency: Clinton D. Carr & Company	
Buffalo Evening News 106 Agency: The Moss-Chase Company	Newark News 20	
	New London Day 112	
	Newport (R. I.) News 109	
	New York News 10-11 Agency: L. E. McGivena & Co., Inc.	
	New York Times 29 Agency: Franklin Spier, Inc.	
	Norristown Times Herald 116 Agency: The Wm. H. H. Neville Co.	
	Norwalk Hour 111	
	Daily Oklahoman 79 Agency: Lowe Runkle Company	
	Orlando Daily Newspapers 85 Agency: Robert Hammond Associates, Inc.	
	Pacific Northwest Farm Quad 63 Agency: Buttsford, Constantine & Gardner	
	Pasadena Herald News 27	
	Pittsfield Berkshire Evening Eagle 114	
	Portland Press Herald Express 113	
	Practical Builder 55 Agency: Hal Stebbins, Inc.	
	Purchasing 28 Agency: Hazard Advertising Company	
	Representatives of Electronic Products Manufacturers, Inc. 70 Agency: Burton Browne Advertising	
	St. Louis Post Dispatch 67 Agency: Gardner Advertising Co.	
	Sales Tools 107 Agency: George F. Koehnke Advertising	
	Salisbury Post 115 Agency: The J. Carson Brantley Advertising Agency	
	Scranton Times 117 Agency: Herald Advertising, Inc.	
	Seagram Distillers Corp. 8 Agency: Roy S. Durstine, Inc.	
	Seventeen 14-15 Agency: Al Paul Lefton Company	
	South Bend Tribune 104 Agency: Lamport, Fox, Prael & Dolk, Inc.	
	Stamford Advocate 112	
Capital Airlines 23 Agency: Lewis Edwin Ryan		
Copper-Harman-Slocum, Inc. 86-87 Agency: The Buchen Company		
Chicago Daily News 71 Agency: Patton, Hagerly and Sullivan Inc.		
Chicago Thrift Etching Corporation 60 Agency: Lamport, Fox, Prael & Dolk, Inc.		
Chicago Tribune 4th Cover Agency: N. W. Ayer and Son		
Clarín Manufacturing Co. 75 Agency: Goodkind, Joice & Morgan, Inc.		
Cleveland Plain Dealer 64B Agency: Lang, Fisher & Stashower, Inc.		
Corning Leader 114		
Consulting Engineer 17 Agency: Paxson Advertising, Inc.		
H. S. Crocker Company 61 Agency: Brisacher, Wheeler & Staff		
The Davenport Times Democrat 102 Agency: The L. W. Ramsey Advertising Agency		
The H. B. Davis Corporation 80 Agency: Manhattan Advertising		
Delano Studios 61		
Delta C & S Airlines 91 Agency: Burke Dowling Adams, Inc.		
Detroit News 13, 95 Agency: W. B. Doner and Company		
Dun and Bradstreet, Inc. 16		
Duchess Doll Corporation 83 Agency: P. J. Farmer Agency		
Floor Covering Profits 92-93		
Fountain and Fast Food 101		
Fort Worth Star Telegram 90 Agency: Rowland Brolles Company		
Gardner Displays 89 Agency: W. Craig Chambers, Inc.		
The Graft Company 107		
James Gray, Inc. 2 Agency: Hickey & Murphy, Inc.		
Greensboro News-Record 105 Agency: Henry J. Kaufman & Associates		
The Schuyler Hopper Company 45		
House Beautiful 49 Agency: Anderson and Cairns, Inc.		

ASSISTANT SALES MANAGER

A fine future open
with leading manufacturer
of industrial fasteners

A real opportunity for a man 35 to 40 who: (1) is experienced in sales operations through industrial supply outlets; (2) is an able sales correspondent; (3) is free to travel out of New York headquarters; (4) has working knowledge of implementing market surveys. Technical background in metalworking industry desirable. Salary open. Write fully about your background; enclose photo. Replies confidential. Interview in New York, expenses paid.

Address Box 3013

SALESMAN OVER 40

Executive-type salesman with unimpeachable integrity and successful sales record to place franchises for public relations program with Realtors. Travel two or three states. Excellent opportunity on liberal commission basis to build permanent, repeat, business with established Midwest corporation. Write H. B. Fawcett, National Real Estate and Building Journal, 427 Sixth Avenue SE, Cedar Rapids, Iowa.

Transferred to Philadelphia?

Then You'll want to live in
the Beautiful Suburbs!!

For Home Information Write

Bill Kirkland

"The Real Estate Man"
25 South Easton Road, Glenside, Pa.

THE SCRATCH PAD

By T. Harry Thompson



What better opener than this invocation to the muse who presides over advertising copy? It is from Olmsted & Foley and goes: "Fill my mind with worth-while stuff, then nudge me when I've said enough."

When you're sitting pretty, Red Barber says you're in the "catbird seat". An older generation called it by a fancier name: The "curule chair".

TV in England is to have advertising but not client sponsors, according to Wayne Welch, Inc., Denver ad firm. All programs will be government-sponsored. Advertising will be spots between programs.

From the same source, I learn that a fuel and truck dealer uses engraved cards with this copy: "You are cordially invited to call at Sixty-One Riverside Drive and leave a payment on your account. R.S.V.P."

WANTED: 600,000 SALESMEN. In an article in *The American Magazine*, A. vander Zee, Chrysler v-p in charge of sales, says we need 600,000 more salesmen, calls it "a glowing opportunity for young men and women ready to launch careers."

Time coins a word: "Rumortism." And one of its movie-reviews has Red Skelton "reduced to a fiscal wreck."

An old-timer is one who remembers when the instrument-panel was called the "dash" . . . a hangover from the horse-and-buggy era.

Time was when I could buy a red-and-black record ribbon for my Remington Noiseless portable in the

"heavy" grade. It produced a clear, legible text that was a delight to tired eyes. Now it seems I have to settle for "medium" . . . a pale, anemic thing suitable mainly for people with 20-20 visual acuity. Ho, hum!

IT TAKES GRIT! It takes grit to give out sure-enough gold-mine stock as advertising promotion. Witness this opening of a letter I got from George Lamade, president and general manager of *Grit*, the small-town weekly:

"Here's a share of dividend-paying gold-mine stock . . . registered in your name . . . with our compliments! And we offer you a share . . . a much larger share . . . in the GRIT Gold Mine . . . available to you for the taking. It's sound. It's real. It's been producing and paying dividends for more than 70 years!"

Thanks, Mr. Lamade. A Happy New Year to you and *Grit* . . . and to Elder Mines Limited of Canada.

DATE BUREAU: Meet market.—*Town Journal*.

Solitude is as needful to the imagination as society is wholesome for the character, it says here. There'll always be a philosopher.

More than 1,600 persons per week migrate to Florida to make their permanent homes. Immigration at this rate has been going on for the last 13 years.

A Minneapolis agency I often quote says "Clever copy usually impresses its author more than its audience." It's hard to tell. One sees so little really clever copy in this day of the screeching superlative.

BOOK SECTION: Morgan & Morgan, High Point Road, Scarsdale, N.Y., will shortly publish a new kind of directory . . . listing thousands of business firms and giving their founding-dates. Title: "The Business Founding-Date Directory." Price: \$10. Author: Etna M. Kelley, long-time contributor to SM. I understand some three years of grubbing research went into it.

NIT—"Is it hard to drive a car with bifocal glasses?"

WIT—"I never saw a car with bifocal glasses."

If more than one mouse is mice,
And more than one louse is lice,
Then, obviously,
You will agree,
More than one spouse is spice.

—Standard Time.

Good, strong selling-headline by Kelly Springfield: "New super-grip snow tire won't whine or whistle on bare roads!"

Richard Armour says the ability to laugh is one of the distinctions between man and the animals; and that it may also be one of the distinctions between free people and slaves. I'll buy that.

There's always room for another play on a familiar line. Trans World Airlines made it with: "The flight before Christmas."

No, Tessie; Viceroy Cigarettes aren't likely to go for your slogan: "Viceroy filter-tip cigarettes take the vice out of smoking."

The advertisers of bathroom-scales must often wish they could show a customer getting her true net weight . . . in the altogether.

Mike Gingold is quoted by the Gallup, N.M., *Independent* as saying that the invention of the automobile was a good thing. "It just about cut out horse-stealing," according to Mike.

If you wait till Saturday to get your hair cut in Chicago, it now costs you \$1.75. Of course, you can always let it grow and take up the violin.

317.4% more orders

per 100 sales calls!

**228 reports in
a recent study
made by the
Sales Executives
Club of New York
showed two
interesting
extremes:**

1. An average of 9.2 orders per 100 *COLD* calls at an average cost of \$187.39 per order.

2. But out of every 100 calls made after a buyer had studied a potential supplier's catalog and *invited the salesman to call*, the average orders per 100 calls jumped to 38.4...317.4% better performance!

And the average cost per order dropped to \$44.89—a saving of \$142.50 per order!

So how do you get more buyers to invite your salesmen to call?

Obviously, by getting more buyers to use *your* catalog more often. There are four steps that lead to maximum use of any manufacturer's catalog:

1. To design it so that the information it contains is easy to find, easy to understand, easy to act on. (Most specifiers and buyers will reach more often for a catalog that's easy to use than one that isn't.)
2. To make sure the catalog is placed in the right offices of *all* worthwhile prospect companies. (If your catalog is in the hands of only half your prospects, the chances of use are reduced by 50%.)
3. To be sure the catalog is handy in all of these offices when buying needs arise. (Currently, 1550 manufacturers "pre-file" their catalogs in files compiled and distributed by Sweet's, to be sure the catalogs can be found the instant they are needed.)
4. To see to it that every mailing piece and sales letter tells each prospect that the catalog is already in his office in the File. (This not only increases the chances of use

of your catalog, it gives you greater value from your advertising.)

Sweet's whole business is helping manufacturers get their catalogs *used*. We can do this at moderate cost because for 48 years we have specialized in:

the DESIGN and PRINTING of catalogs that will be of maximum use to buyers, and good marketing tools for the sellers.

the DISTRIBUTION of these catalogs to all important buying factors in specific market groups...

...in bound collections of manufacturers' catalogs that are *always handy* when buying needs arise...

...providing the opportunity for COORDINATION of these catalogs with advertising and selling for greater over-all marketing efficiency.

The Sweet's district manager near you will be glad to show you how we work with manufacturers who want many more orders per hundred sales calls.

"The easier you make it for people to buy your products, the easier they are to sell!"

Sweet's Catalog Service

Division of F. W. Dodge Corporation
Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

Dept. 91, 119 West 40th St., New York 18, N. Y.
Atlanta • Boston • Buffalo • Chicago • Cincinnati
Cleveland • Dallas • Detroit • Los Angeles
Philadelphia • Pittsburgh • St. Louis • San Francisco



These free booklets will help you see how you can get more buyers to invite your salesmen to call.

- ☐ Free booklet, "Some New Data on the Cost of Producing Orders in Industrial Markets" (from the Sales Executives Club study).
- ☐ Free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure."
- ☐ Free booklet, "The Need for Printed Product Information in Industrial Buying," summarizes one phase of the NIAA Study.
- ☐ Please have your district manager show me how industrial marketers get more orders through improved catalog procedure.

NAME _____
FIRM _____
STREET _____
CITY _____ ZONE _____ STATE _____

MORE THAN ANY OTHER MEDIUM, IT GETS BUYING ACTION!



More than any other medium, the newspaper fits into the pattern of people's lives. Thru it they participate in the affairs of their community. In it they get the news and information they want each day for business and personal affairs. From it they get their buying ideas.

Because the newspaper is the medium from which their customers do their buying, retailers concentrate their advertising in newspapers. And in Chicago they place more of their advertising budgets in the Tribune than in all other Chicago newspapers combined.

Hundreds of thousands more families read the Tribune than read any other Chicago newspaper. Their buying during the twelve months ended December 31, 1953 attracted to the Tribune more than \$58,000,000.00 in advertising.

Chicago Tribune readers are your basic—and best—Chicago prospects. A Tribune representative will be glad to discuss with you a program that will help you build a consumer franchise among the families who read the Tribune that will increase your sales and create a stronger market position for your brand.

CHICAGO TRIBUNE